



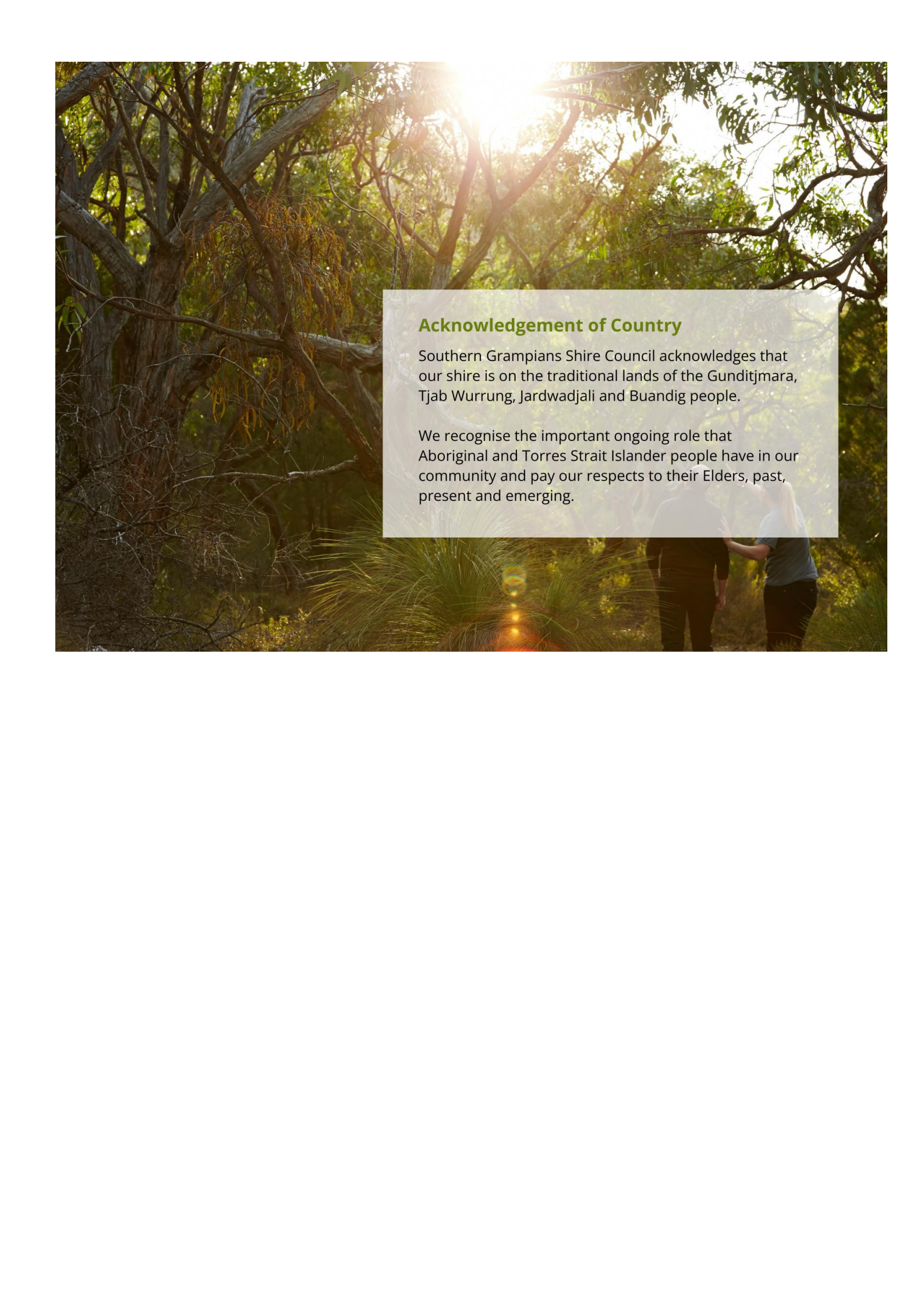
2024-2025 **BUDGET**

SOUTHERN GRAMPIANS SHIRE COUNCIL



Southern Grampians
SHIRE COUNCIL

Contents	Page
Mayor's Introduction	1
Executive Summary	3
Budget Reports	
1. Linkage to Integrated Planning & Reporting Framework	9
2. Services and Service Performance Indicators	12
3. Financial Statements	26
4. Notes to the Financial Statements	34
5. Detailed list of Capital Works	50
6. Performance Indicators	60

A photograph of a sunlit forest path. The sun is high in the sky, creating a bright glow and lens flare effects. The trees are dense, with green leaves and some bare branches. In the foreground, there are tall, thin grasses. Two people are walking away from the camera on the path. One person is wearing a dark shirt and pants, and the other is wearing a light blue shirt and dark pants. A semi-transparent white text box is overlaid on the right side of the image.

Acknowledgement of Country

Southern Grampians Shire Council acknowledges that our shire is on the traditional lands of the Gunditjmara, Tjab Wurrung, Jardwadjali and Buandig people.

We recognise the important ongoing role that Aboriginal and Torres Strait Islander people have in our community and pay our respects to their Elders, past, present and emerging.

Mayor's Introduction

Council is pleased to present the 2024-2025 Budget which continues to support the delivery of the Council Plan.

In a challenging financial environment Council has continued to focus on delivering services and infrastructure to its communities in a manner that is efficient and financially sustainable. A focus on cost efficiencies and continuous improvement remains and this is a challenge in an economic state of inflationary pressures which impact the costs of council doing business in a rate capped environment.

Despite these constraints Council is focussed on delivering some major projects across the next few years, including:

- New Hamilton Gallery
- Hamilton CBD Revitalisation
- Hamilton Community Hub

These multi-generational projects, and associated funding streams, have been updated in Council's Long Term Financial Plan (LTFP) together with all the operational services of Council. The LTFP now reflects improved operating results (underlying surplus results in most of the next ten years), some short term debt which is eliminated across the ten years and liquidity ratio's that surpass council's benchmark in the final years of the LTFP.

These major investments in council assets together with the ongoing commitment of funds to the renewal of council's \$500 million asset base will see our community's infrastructure not deteriorate, however the need to rationalise assets will continue to be a challenge.

Key projects to be finalised this year include:

- ✓ Cox Street redevelopment
- ✓ Melville Oval Facilities Redevelopment
- ✓ Hamilton CBD Streetscape planning and design
- ✓ Upgrades to Hamilton skatepark and build of new pump track.

The total Capital Works Program of \$20.624M in 2024-2025 is a significant investment in roads, bridges, footpaths and associated infrastructure works.

New Projects commencing this year include:

- ✓ Lake Hamilton Solar Lighting Installation
- ✓ Nigretta Falls Stair Replacement
- ✓ Community Hub building project
- ✓ Melville Oval Surface, Drainage and Irrigation works
- ✓ Purchase and Renovation of Glenthompson School
- ✓ Hamilton CBD streetscape planning and design.
- ✓ Pedrina Park Cricket Nets replacement
- ✓ Hamilton-Coleraine Rail Trail Improvements
- ✓ Structure plans for Cavendish and Coleraine

Other initiatives and areas funded include:

- ✓ Increase support for business sector with implementation of Business Facade Improvement Program
- ✓ Reinvestment in technology to support both customers, staff operations and security
- ✓ Hamilton Coleraine Rail Trail Improvements
- ✓ Co-Contribution to support important community projects including South-West Health Care Facility in Lonsdale Street and Balmoral Recreation Reserve entrance and carpark.

Council is the custodian of almost \$500 million of community assets and like all councils is challenged with ensuring that adequate funding is allocated each year to the renewal of these assets to ensure that they remain in adequate condition to service the local communities.

Renewal Projects funded in this budget include:

- ✓ *Continued and increased investment in infrastructure assets such as roads, bridges & culverts, drainage and footpaths*
- ✓ *Continued investment in Council plant machinery and equipment*
- ✓ *Renewal of the Coleraine Caravan Park Amenities Block*
- ✓ *Restoration of Hamilton Botanic Gardens Thompson Fountain*
- ✓ *General Renewal of Playgrounds across the shire*
- ✓ *Renewal of books and resources for both our branch and mobile library*
- ✓ *Maintenance and renewal program for our aging outdoor pools*
- ✓ *Replacement of skip bins*

We will also continue our focus on partnerships and collaboration, both with providers locally and regionally with our neighbouring Councils to review service models, increase efficiencies and drive down costs whilst continuing to explore other revenue streams. Specific projects include:

- ✓ *Continued development of effective relationships with First Nations Community through the delivery of actions within the Reconciliation Action Plan*
- ✓ *Support for Youth and Mental Health through continued support of Live4Life Southern Grampians*
- ✓ *Development of a business case for the Volcanic Trails Project*
- ✓ *Progress the sale of land at Lake Edge Hamilton*
- ✓ *Advocating for the continuing attraction of visitor economy infrastructure.*

To fund this extensive program of both operational and capital works, Council has proposed rates to increase by 2.75% (rate cap has been set by the Minister for Local Government at 2.75%).

On behalf of my Councillor colleagues and the Southern Grampians Shire Council organisation, I commend this 2024-2025 Budget to the community and look forward to delivering and reporting back to the community in 12 months on our achievements and successes.

Cr David Robertson
Mayor

Executive Summary

Council has prepared a Budget for 2024-2025 which is aligned to the vision in the Council Plan 2021-2025. It seeks to ensure our services meet community needs and deliver infrastructure that supports our services as well as deliver projects that are valued by our community, within the rate increase mandated by the State Government.

This Budget projects a surplus of \$3.066 million for 2024-2025. It should be noted that the adjusted underlying result is a surplus of \$2.066m when adjusting for non-recurrent capital grants of \$1.000m.

This section includes the following reports and statements in accordance with the Local Government Act 2020 (where applicable) and the Local Government Model Budget.

- E1 – How Much Money is spent in the Service areas?
- E2 – Council Expenditure and Sources of Revenue
- E3 – Budget Influences
- E4 – Budget Principles

E1. What investment is made in our service areas?

WHAT ARE WE SPENDING?

For every \$100 of rates spent, this is where it goes:



E2. Council Expenditure and Sources of Revenue

SOUTHERN GRAMPIANS SHIRE COUNCIL

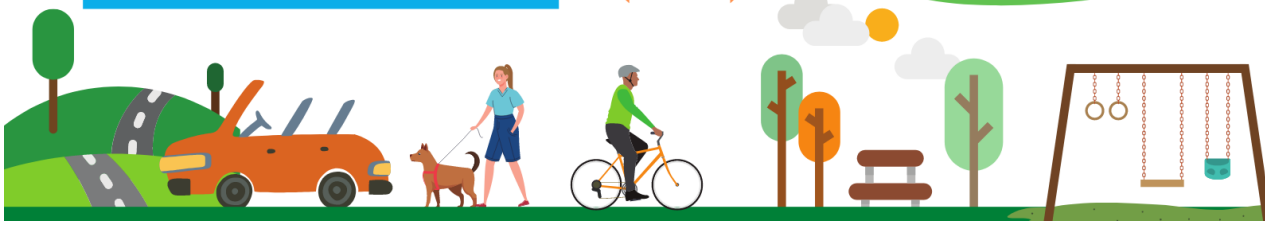
2024/25 BUDGET



At a glance...



Enables the delivery of over 70 services to our community



E3. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

External influences

In preparing the 2024-2025 Budget, a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The need to renegotiate Enterprise Bargaining Agreements (EBA) every three years.
- The increased demand for Council services and the need to review all services to ensure they are responsive, appropriate and efficient.
- Irregular funding from Victoria Grants Commission. A static period of three years together with only modest increases prior to and after this period, has eroded the index base.
- Roads to Recovery funding from 2025–2029 - \$17.470m over the five years.
- Continuing escalation of utility costs essential for carrying out services (water, power, gas, communications and insurances).
- Continuing increases in the demand and associated costs to improve waste management service levels (Landfills, Transfer Stations and Refuse/Recycling collections) along with imposition of strict guidelines from government regarding management practices.
- The continuation of rate-capping by the State Government – set at 2.75% for 2024-2025.
- The increased costs across the organisation of meeting compliance standards set by other levels of government.
- The implementation of the Victorian Local Government Act 2020.

Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2024-2025 Budget.

- Continuing escalation of costs in relation to the maintenance and renewal of Council's ageing infrastructure assets.
- The need for more detailed planning of major developments to ensure capital delivery.

In an effort to reduce the impact of these matters, Council continues on a service delivery realignment to ensure resources align with the services provided and compliment the direction of the Council Plan.

A detailed examination of all revenues and expenses occurred during the preparation of this budget. Council will continue to look for savings and new revenue sources to achieve overall operational efficiencies.

Exceptional Events

In early 2020, the outbreak of COVID-19 interrupted the business operations of Council for the 2019/20 financial year. Council temporarily suspended a range of services to the community from March 2020.

Many of these services have resumed however, not all services have returned to pre-covid status. Some services have been adapted to new processes and methods of delivery for all or part of their services. The full impact of operating in a covid impacted environment - financial, economic and social - will not be able to be quantified in their entirety.

Council will continue to review how it operates to ensure it is an agile and responsive organisation. Current operations may have some variations from pre-Covid operations for specific services however are now viewed as a normal environment.

E4. Budget principles

Guidance is provided to all Council officers with budget responsibilities. These key budget principles upon which the officers were to prepare their budgets included:

- Existing fees and charges only to be increased to work towards achieving Council's Rating & Revenue Policy classifications.
- Grants to be based on confirmed funding levels.
- Additional revenue sources to be identified where possible.
- Service levels to be maintained at 2024-2025 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- Contract labour to be minimised.
- New initiatives or employee proposals to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2023-2024 to be preserved.
- Operating revenues and expenses arising from completed 2023-2024 capital projects to be included.

Cost escalations for the preparation of the 2024-2025 budget onwards include:

- Rate revenue to be projected at 2.75% which is the current year rate cap.
- Operating Grants increasing at 2%.
- Capital Grants only included where some level of surety arises and are linked directly to a specific capital project.
- Continuation of the Roads to Recovery program at committed levels, increasing in future years.
- User Fees and Charges increasing in line with service reviews and Council's Rating & Revenue Policy – 4%.
- Statutory Fees and Charges only increasing where legislation is known.
- Employee costs increasing at 2.5%.
- Materials & consumables increasing at 3%.
- Other operating expenses increasing at 1%.

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 2020 and the Local Government Model Budget 2024-2025.

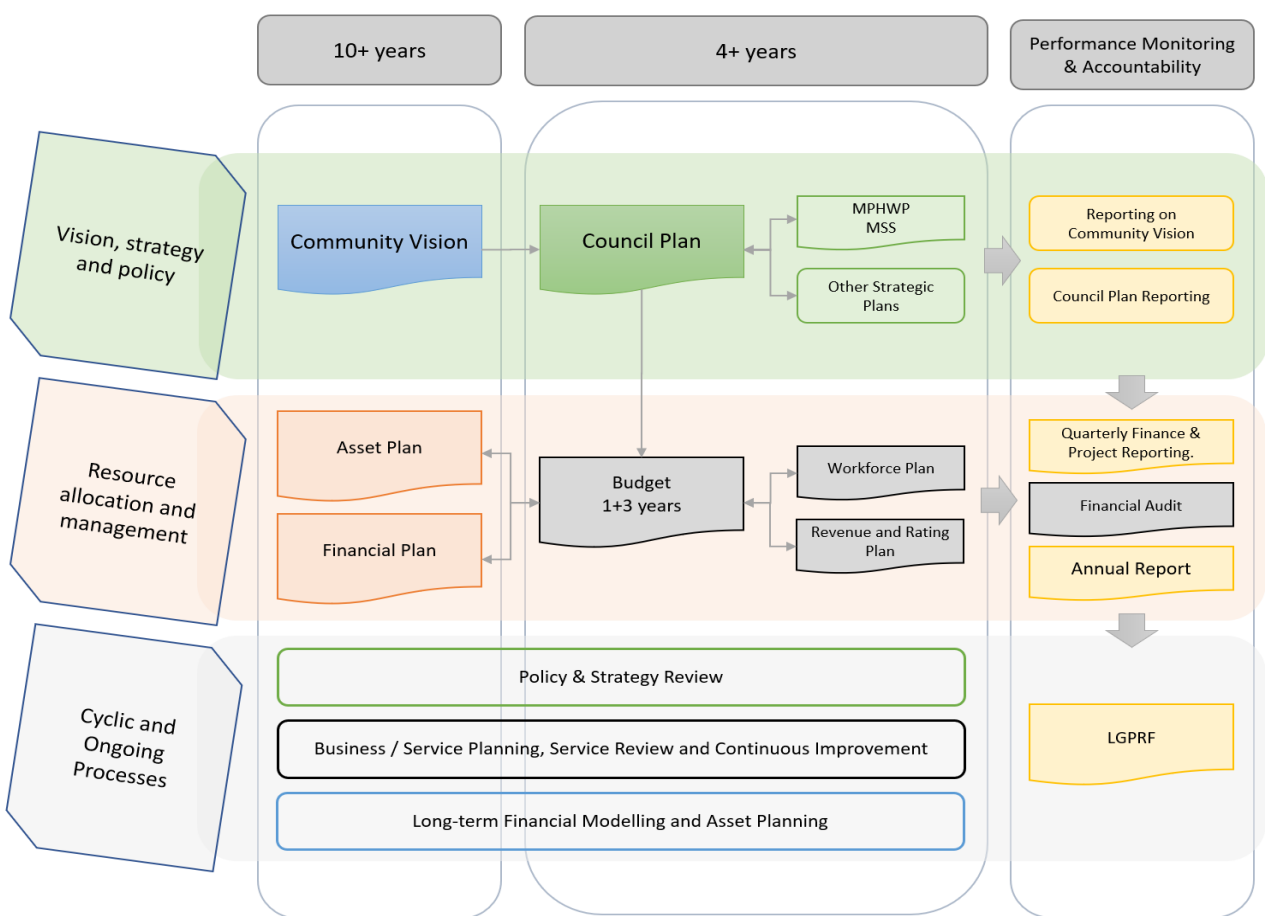
1. Linkage to the Integrated Planning and Reporting Framework.
2. Services and Service Performance Indicators.
3. Financial statements.
4. Notes to the Financial Statements.
5. Detailed Capital Works Statement.
6. Financial Performance Indicators.

1. Linkage to the Integrated Planning & Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions 2020

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key Planning Considerations

Although councils have a legal obligation to provide some services—such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, Council needs to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, Council engages with its various communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation is in line with Council’s adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our Vision & Values

Our Vision

‘Southern Grampians is a growing, inclusive and connected community that fosters sustainability, diversity and innovation’

To achieve this vision, we have developed five fundamental priority areas, and these themes will guide the development and implementation of Council’s objectives and strategies.

Our Values

Southern Grampians has a clear strength in the bond and affinity between its Councillors, the community and staff. Staff support the community leadership and governance role of Councillors and work together to achieve the commitments of the Council Plan.

Having all Southern Grampians staff and Councillors practise the following organisational values, which were identified by staff and Councillors as being of the highest importance, will enhance the quality of this partnership.

- **Innovative:** we will be open to new ideas, will welcome creativity and embrace change.
- **Respectful:** we will be caring, accept difference and value diversity.
- **Collaborative:** together we will work smarter to achieve agreed common goals.
- **Trusting:** we will be open, honest and brave.
- **Empowering:** we will delegate opportunities and develop and inspire success.

1.3 Themes and Strategic objectives

Council delivers services and initiatives to approximately 70 service categories. Each service contributes to the achievement of the Strategic Objectives as set out in the Council Plan for the years 2021- 2025.

The following table lists the five Themes and Strategic Objectives as described in the Council Plan.

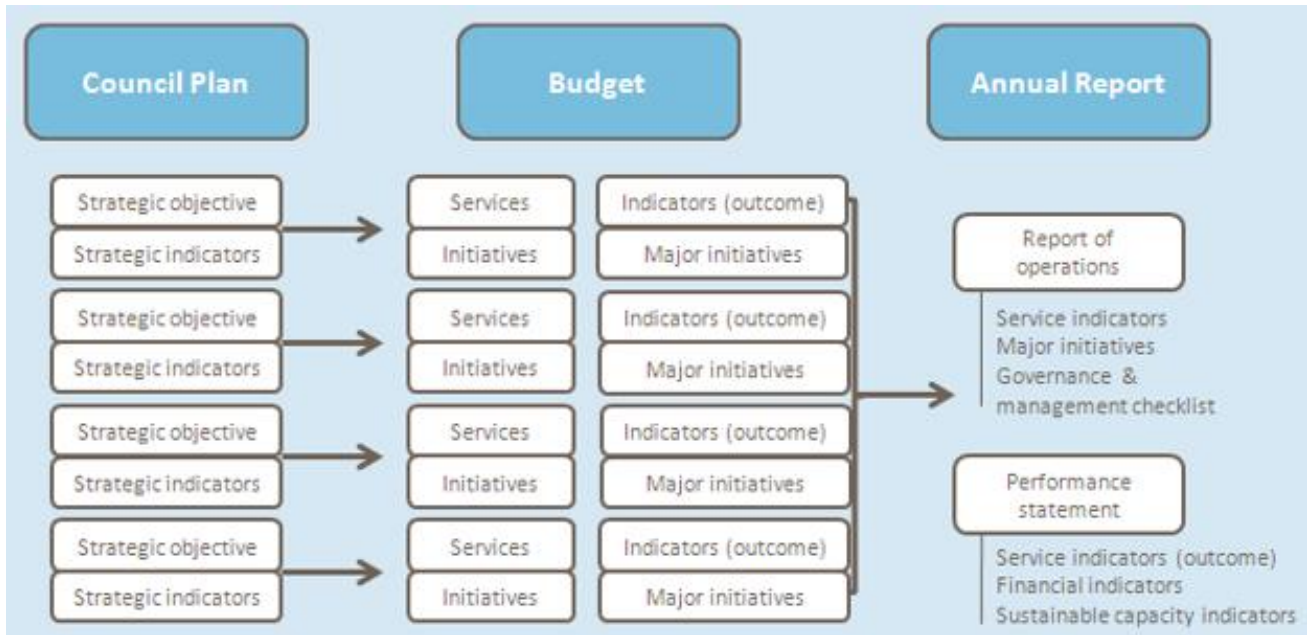
Theme	Strategic Objectives
1. Support our Community	1.1 An empowered and connected community.
	1.2 Support and promote a healthy community.
	1.3 Grow a diverse and inclusive community.
	1.4 A safe community.
2. Grow our Regional Economy	2.1 Drive economic growth.
	2.2 Increase our regional profile.
	2.3 Continue to support the development of a skilled workforce
	2.4 Support local business and community.
3. Maintain and Renew our Infrastructure	3.1 Plan and maintain sustainable assets and infrastructure.
	3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel.
	3.3 Attractive Council-owned and managed community and open spaces.
4. Protect our Natural Environment	4.1 Protect and enhance biodiversity including the health of waterways, wetlands, soil and air.
	4.2 Balance environmental protection with Council's support for growth.
	4.3 Sustainable waste management services.
	4.4 Mitigate against and adapt to climate change.
5. Provide Strong Governance and Leadership	5.1 Transparent and accountable governance.
	5.2 Effective advocacy.
	5.3 Committed and skilled staff.
	5.4 Customer focused services.

2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024-2025 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations.

Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below:



Source: Department of Jobs, Precincts and Regions

2.1 Council Plan Theme 1: Support our community – an empowered community that is healthy, inclusive and connected

To support our community to be vibrant, growing, healthy, inclusive and connected, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

To achieve this, we have set the following Strategic Objectives:

- 1.1 An empowered and connected community.
- 1.2 Support and promote a healthy community.
- 1.3 Grow a diverse and inclusive community.
- 1.4 A safe community.

The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Aged and Disability Services Coordination	This service provides a range of Home and Community Care services for the aged and disabled including assessment, personal care, domestic assistance and respite care and coordinates delivered meals, community transport and property maintenance. This service is no longer run by Council.	940 (575) 365	0 <u>0</u> 0	0 <u>0</u> 0
Senior Citizen Programs and Support	This service offers opportunities for older residents to participate in community and social activities across the Shire.	64 (11) 52	72 (5) 67	66 (0) 66
Community Services Management	This service provides management support to coordinate a whole of organisation approach to service delivery across community and leisure portfolio, particularly in relation to delivering the Municipal Health and Wellbeing Plan.	1,183 (20) 1,163	324 (0) 324	520 (0) 520
Community Planning Engagement and Support	This service coordinates Council's approach to community planning and citizen engagement, including skill development and capacity building for Councillors and community.	512 (245) 268	834 (120) 714	941 (0) 941
Children's Services	This service provides quality education and care services i.e. Family Day Care and promotes the early years sector.	738 (631) 107	686 (597) 89	866 (697) 169
Recreation Development and Support	This service is responsible for the management and planning of recreational opportunities in conjunction with the community, using community development processes.	392 (41) 351	567 (0) 567	450 (0) 450
Sports Reserves	This service directly manages or provides operational assistance for 16 recreational reserves across the Shire to support both active and passive participation in sports and recreation.	934 (44) 890	844 (46) 798	987 (46) 941
Lake Hamilton	This service provides a safe, functional, accessible and useable space for leisure and recreational activities, on water and surrounding open space.	285 (7) 277	243 (1) 242	324 (1) 323
Aquatic Facilities	This service provides a geographic spread of aquatic facilities that deliver recreation, health, wellbeing, education, social and tourism/economic opportunities to our communities.	656 (22) 634	664 (20) 644	680 (21) 659

Service area	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Hamilton Indoor Leisure & Aquatic Centre	This service provides accessible leisure and aquatic experiences that facilitates and promotes wellbeing outcomes.	2,727 <u>(1,278)</u> 1,449	2,696 <u>(1,280)</u> 1,416	2,727 <u>(1,280)</u> 1,244
Art Gallery	This service supports tourism promotion and community engagement with the arts and acts as custodian of one of the most valuable collections in regional Australia.	1,216 <u>(294)</u> 922	1,044 <u>(226)</u> 818	1,021 <u>(282)</u> 739
Performing Arts Centre	This service provides promotion and support of performing arts, encouraging both appreciation and participation. Also offers a conference and event venue for both the business and community sectors.	960 <u>(169)</u> 792	921 <u>(314)</u> 607	990 <u>(376)</u> 614
Library	This service aims to be an effective and dynamic library service inspiring and connecting our community by providing diverse, accessible and creative collections, programs, spaces and experiences.	794 <u>(233)</u> 561	816 <u>(204)</u> 612	825 <u>(204)</u> 621
Cinema	This service provides the community with a high-quality cinema experience.	352 <u>(197)</u> 154	329 <u>(272)</u> 57	321 <u>(299)</u> 22
Civic & Community Arts	This service aims to increase visibility and activity of arts and culture in the community through a range of community programs or projects.	287 <u>(0)</u> 287	66 <u>(0)</u> 66	14 <u>(0)</u> 14
Parks and Urban Spaces	This service provides and maintains appropriate parks and urban space areas across the Shire to support inclusive recreation activities for the whole community.	1,167 <u>(1)</u> 1,167	961 <u>(1)</u> 960	821 <u>(1)</u> 820
Local Laws Operations	This service implements and enforces the Community Local Law No.1 (2015), provides parking control, coordinates domestic animal management including the operation of a Council owned pound facility, and supports the provision of law and order in the community.	656 <u>(308)</u> 349	672 <u>(390)</u> 282	705 <u>(402)</u> 303
Maternal & Child Health	This service provides a primary health care service for the Shire's families with children from birth to school age.	444 <u>(429)</u> 15	571 <u>(428)</u> (143)	583 <u>(433)</u> 151
Emergency Management	This service coordinates emergency management planning to enable Council to coordinate and respond to emergencies in cooperation with other agencies.	466 <u>(674)</u> (208)	294 <u>(60)</u> 234	301 <u>(60)</u> 241
Botanic Gardens	This service maintains the historically significant Botanic Gardens in Hamilton (& Penshurst) and provides responsible management of flora, open spaces and built facilities on the grounds.	353 <u>(1)</u> 452	381 <u>(1)</u> 380	380 <u>(1)</u> 379

Major Initiatives

- 1) Engage Architects to complete design development (including costings) for the New Hamilton Gallery and undertake community consultation at key milestones.
- 2) Build effective partnerships with First Nations which aids reconciliation.
- 3) Seek external funding to enable the construction of an Intergenerational Playground at the Hamilton Botanic Gardens
- 4) Undertake the design development and commence construction of the Community Hub

Minor Initiatives

- 5) Continue service reviews in context of the other key strategic documents including the Long-Term Financial Plan and Asset Management plans.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-2023 Actual	2023-2024 Forecast	2024-2025 Target
Maternal and Child Health	Participation	Participation in the MCH service	81.78%	80.00%	80.00%
		Participation in the MCH service by Aboriginal children	81.25%	80.00%	80.00%
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	10.80%	12.00%	14.00%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (visits/population)	7.50	7.23	7.10
Animal Management	Health and safety	Animal management prosecutions	0	0	0

2.2 Council Plan Theme 2: Grow our regional economy - a growing and diverse local and regional economy that supports local businesses

To develop our regional economy and businesses and achieve a strong, diversified local and regional economy.

We have set the following Strategic Objectives:

- 2.1 Drive economic growth.
- 2.2 Increase our regional profile.
- 2.3 Continue to support the development of a skilled workforce.
- 2.4 Support local business and community.

The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Economic Development	This service seeks, in conjunction with key stakeholders, to promote an environment that is conducive to a sustainable and growing local economy.	707 <u>(130)</u> 577	296 <u>(7)</u> 289	256 <u>(0)</u> 256
Airport	This service is responsible for the management and operation of the Hamilton Airport.	371 <u>(21)</u> 350	398 <u>(21)</u> 377	383 <u>(21)</u> 362
Livestock Exchange	This service is responsible for the management and operation of the Hamilton Regional Livestock Exchange (HRLX).	11,736 <u>(1,781)</u> (9,955)	1,347 <u>(1,916)</u> (569)	1,306 <u>(1,916)</u> (610)
Tourism & Visitor Experience	This service aims to connect the visitor to the Greater Hamilton experience, encouraging them to stay longer and contribute more to the local economy.	785 <u>(118)</u> 667	725 <u>(20)</u> 705	790 <u>(20)</u> 770
Business Development	The business development service seeks to facilitate an environment that is conducive to a sustainable and growing local business sector.	146 <u>0</u> 146	0 <u>0</u> 0	0 <u>0</u> 0
Events Support	This services purpose is to increase visitation and visitor yield and increase quality visitor experiences through the support and marketing of events within the Shire.	211 <u>(2)</u> 210	170 <u>(1)</u> 169	197 <u>(5)</u> 192
Caravan Parks	This service provides low-cost camping and caravan park accommodation facilities in Coleraine and Penshurst.	79 <u>(49)</u> 30	55 <u>(25)</u> 30	34 <u>(25)</u> 9
Land Development	This service provides management of Council owned land to promote economic and industrial development and may also secure industrial land for potential development.	68 <u>(0)</u> 68	1 <u>(0)</u> 1	0 <u>(0)</u> 0

Major Initiatives

- 6) Continue the sales campaign for Hamilton Industrial Park.
- 7) Develop the business case for the Volcanic Trails Masterplan.
- 8) Complete the Hamilton CBD Streetscape design development to construction documentation.
- 9) Progress the development of a Government Hub including new library and digital hub in Lonsdale Street, Hamilton.
- 10) Progress sale of land at Lakes Edge, Hamilton.

Minor Initiatives

- 11) Commence development of a new Economic Development Strategy.
- 12) Upgrade Christmas decorations across the Shire.
- 13) Deliver the Business Facade Improvement Program.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-2023 Actual	2023-2024 Forecast	2024-2025 Target
Livestock Exchange	Utilisation	Number of sheep sold through the Hamilton Regional Livestock Exchange	889,943	1,100,000	1,100,000
Service	Indicator	Performance Measure	2023 Calendar Year	2024 Calendar Year	2025 Calendar Year
Visitor Services	Participation	Number of visitors to the region	800,000	815,000	822,000

2.3 Council Plan Theme 3: Maintain and Renew our Infrastructure – provide access to high-quality built environment and infrastructure that meets community needs

To plan for our built environment and infrastructure that is accessible and meets the needs of the community.

We have set the following objectives:

- 3.1 Plan and maintain sustainable assets and infrastructure.
- 3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel.
- 3.3 Attractive Council-owned and managed community and open spaces.

We will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services, initiatives, major initiatives and service performance indicators for each business area described below.

Service areas	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Community Buildings	This service supports the use of community buildings, including halls and showgrounds throughout the Shire by ensuring they are maintained adequately.	364 (12) 352	385 (17) 368	433 (0) 433
Strategic Planning	This service monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It prepares and processes amendments to the Council Planning Scheme and carries out research on urban development issues.	931 (2,069) (1,137)	1,110 (0) 1,110	883 (0) 883
Building Services	This service provides statutory building services including enforcement of the Building Act and Regulation to ensure community safety in the built environment.	437 (139) 298	458 (92) 366	380 (73) 307
Bridges & Culverts	This service ensures the development and maintenance of the Shires bridges and culverts.	1,815 (0) 1,815	1,213 (0) 1,213	1,217 (0) 1,217
Footpaths and Cycle Ways	This service ensures the development and maintenance of the Shires footpaths and cycle ways.	556 (0) 556	559 (0) 559	628 (0) 628
Facilities Management and Property Services	This service ensures Council owned buildings are maintained to acceptable standards, are fit for purpose and compliant with building regulations.	219 (68) 151	786 (58) 728	870 (58) 811
Playground and Skate Parks	This service creates social spaces for younger people and their families to recreate and includes provision of age-appropriate play activities (including skate parks) and safe playground equipment across the Shire.	57 (0) 57	116 (0) 116	118 (0) 118
Infrastructure Management	This service undertakes design, tendering, contract management and supervision of various works within Council's capital works program.	1,009 (0) 1,009	1,699 (0) 1,699	1,381 (0) 1,381
Statutory Planning	This service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit.	402 (259) 143	505 (173) 332	557 (190) 367
Plant Management & Operations	This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs and to maximise the performance and minimise operational cost of the fleet.	1,678 (380) 1,298	600 (110) 490	598 (110) 488
Roads	This service aims to ensure responsible management of Council's road infrastructure and compliance with regulatory requirements.	12,771 (0) 12,771	11,405 (8) 11,397	12,046 (0) 12,046

Service areas	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Public Infrastructure	This service provides community and visitors with appropriate public infrastructure to meet community needs in relation to location, safety, hygiene, quality and environmental sustainability of public toilets.	532 <u>(100)</u> 433	496 <u>(0)</u> 496	333 <u>(0)</u> 333
Private Works	This service is provided on a case-by-case basis for private requests for minor works that may not be readily available to the community, for example sealing driveways.	12 <u>(19)</u> (8)	4 <u>(5)</u> (1)	4 <u>(0)</u> 4
VicRoads Contract Management	This service ensures responsible contract management of Council's VicRoads contract.	36 <u>(28)</u> (8)	9 <u>(28)</u> (19)	20 <u>(28)</u> (8)

Major Initiatives

- 14) Complete Melville Oval redevelopment including new pavilion, netball courts and amenities.
- 15) Complete the Lake Hamilton Lighting Project
- 16) Commence Coleraine and Cavendish Structure Plans
- 17) Complete Cox Street Redevelopment Project

Minor Initiatives

- 18) Complete surface, drainage and irrigation upgrade at Melville Oval
- 19) Complete Pedrina Park Cricket Nets Project

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-2023 Actual	2023-2024 Forecast	2024-2025 Target
Statutory planning	Decision making	Planning applications decided within required timeframes	48.61% / 48.57%	38.16% / 43.33%	80%
Roads	Satisfaction	Satisfaction with sealed local roads	34%	52%	56%

2.4 Council Plan Theme 4: Protect our natural environment – Act as community leaders to promote and enhance a clean, green and sustainable environment

To promote our natural environment and achieve a culture that sustains a clean, green and sustainable environment.

We have set the following objectives:

- 4.1 Protect and enhance biodiversity including the health of waterways, wetlands, soil and air.
- 4.2 Balance environmental protection with Council's support for growth.
- 4.3 Sustainable waste management services.
- 4.4 Mitigate against and adapt to climate change.

We will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services, initiatives, major initiatives and service performance indicators for each business area described below.

Service areas	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Transfer Stations and Landfill sites	This service manages the waste and recyclables collection process at the designated transfer stations within the Shire as well as any costs associated with landfill sites.	1,791 (913) 878	1,749 (975) 774	1,912 (973) 938
Waste & Recycling Collection	This service manages the waste and recyclables collection process within the Shire, including the collection of kerbside bins.	2,471 (123) 2,348	2,295 (115) 2,180	2,163 (100) 2,063
Natural Asset Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	263 (75) 188	264 (75) 189	234 (100) 134
Stormwater / Drainage	This service manages the maintenance and environmental issues associated with the stormwater/drainage networks throughout the Shire.	680 (0) 680	591 (0) 591	601 (0) 601
Yatchaw Drainage Authority	This service is responsible for the management and maintenance of the Yatchaw Drainage Scheme.	11 (8) 4	7 (4) 3	7 (4) 3
Quarry	This service is responsible for the sustainability in the supply of materials for road management and the realisation of returns from an economic asset.	4 (240) (236)	4 (255) (251)	4 (0) 4
Environmental Sustainability	This service implements Council's Sustainability Strategy and acts as a catalyst for Council and community sustainability actions within the Shire.	140 (10) 130	300 (0) 300	729 (0) 729
Fire Prevention	This service coordinates fire prevention planning and works in cooperation with other agencies.	152 3 (154)	154 (0) 154	186 (0) 186
Water	This service manages the Old Hamilton Reservoir and provides a source of non-potable water for irrigation purposes, maintaining sporting grounds and the amenity of the Hamilton Botanic Gardens.	2,190 (2) 2,188	5 (6) (1)	5 (0) 5
Environmental Health	This service improves the health and wellbeing of the community and protects the Shire's environment.	347 (145) 201	382 (130) 252	442 (118) 324

Major Initiatives

- 20) Develop the Sustainability Strategy.
- 21) Develop a business case and establish a feasible treatment option for green waste.

Minor Initiatives

- 22) Completion of Hewitt Park Vegetation Offset Plan.
- 23) Establish a Shire wide Heat Map which will guide actions to reduce climate impacts on communities, specifically impacts experienced through extreme heat.
- 24) Establish an integrated Fleet Management Model and policy.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-2023 Actual	2023-2024 Forecast	2024-2025 Target
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	62.97%	64.00%	66.00%
Food safety	Health and safety	Critical and major non-compliance notifications	100%	100%	100%

2.5 Council Plan Theme 5: Provide strong governance and leadership – strong leadership, good governance and effective service delivery

To provide good governance and strong leadership and to achieve effective service delivery.

We have set the following objectives:

- 5.1 Transparent and accountable governance.
- 5.2 Effective advocacy.
- 5.3 Committed and skilled staff.
- 5.4 Customer focused services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Executive and Councillor Support	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership Team and associated support.	2,055 (1) 2,055	2,236 (0) 2,236	2,377 (0) 2,377
Governance Administration	This service has the responsibility to provide the organisation with appropriate strategic advice on Governance and Property related matters, enabling the organisation to be responsive to the needs of the Council and the community.	267 (0) 267	258 (0) 258	306 (0) 306
Financial Services	This service has the responsibility to provide the organisation with appropriate strategic advice, reporting and internal control on finance related matters. Financial services also provide accounts payable, receivable and rating administration.	1,128 (775) 335	1,333 (0) 1,333	1,225 (549) 676
Organisational Development	This service has the responsibility to provide the organisation with appropriate advice and administration for all human resource requirements and workforce management including policy development. The Unit also provides a mechanism for continual review and improvement.	1,007 (90) 917	943 (0) 943	952 (0) 952
Risk Management	This service has the responsibility to provide the organisation with appropriate advice and management of risk and OHS in relation to legal and other community requirements.	289 (14) 275	388 (0) 388	391 (0) 391
Procurement	This service has the responsibility to provide the organisation with appropriate advice, administration and policy on all procurement matters as specified in Section 186A of the Local Government Act 1989.	332 (0) 332	359 (0) 359	369 (0) 369
Communications	The Communications service assists the organisation to facilitate communication across both internal and external stakeholders and provide high quality information to the community.	392 (0) 392	715 (0) 715	837 (0) 837
Customer Service	Customer Service is the first point of contact for all communications with Council. This unit aims to provide accurate and a high quality of service to all customers.	341 (0) 341	451 (23) 328	372 (0) 372
Business Systems	The Business Systems unit aims to maximise the organisation's capacity to utilise all of its many and diverse systems and is also responsible for the ongoing support of Councils IT requirements necessary to deliver effective services.	2,573 (936) 1,637	1,986 (252) 1,734	2,318 (0) 2,318

Service area	Description of services provided	2022-2023	2023-2024	2024-2025
		Actual Expenditure (Revenue) Net Cost \$'000	FY Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Corporate Buildings and Overheads	This service maintains buildings and grounds of corporate buildings, supports the whole organisation administration functions and coordinates centralised purchasing of corporate consumables. These expenses are offset by the recoup of internal charges to all services.	1,081 (4,879) (3,798)	1,001 (4,839) (3,838)	787 (4,839) (4,052)
Depot Operations and Maintenance	This service coordinates the operation of Council's depots in Hamilton, Coleraine, Balmoral, Cavendish, Dunkeld and Penshurst to support works teams to deliver capital and maintenance programs.	449 (23) 426	463 (329) 134	359 (23) 336

Major Initiatives

- 25) Commence development of a new Council App.
- 26) Further develop and implement Council's Asset Renewal Plan and Policy with a view to increasing investment.

Minor Initiatives

- 27) Continue to promote Council's Gender Equity Plan and Responsibilities.
- 28) Continue Civic Leadership through the promotion and preparation of 2024 Council Elections.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2022-2023 Actual	2022-2024 Forecast	2024-2025 Target
Governance	Satisfaction	Satisfaction with Council decisions	46%	45%	48%

2.6 Service Performance Outcome Indicators

The service performance outcome indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year and included in the 2023-2024 Annual Report.

The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are included in Section 6 of this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement.

The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Performance Outcome Indicators – Definitions

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	$\frac{\text{[Number of children who attend the MCH service at least once (in the year)]}}{\text{[Number of children enrolled in the MCH service]}} \times 100$
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	$\frac{\text{[Number of Aboriginal children who attend the MCH service at least once (in the year)]}}{\text{[Number of Aboriginal children enrolled in the MCH service]}} \times 100$
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	$\frac{\text{[Number of registered library members]}}{\text{[Population]}} \times 100$
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Livestock Exchange	Utilisation	Number of sheep sold through the Hamilton Regional Livestock Exchange	Number of Sheep sold through the Livestock Exchange
Visitor Services	Participation	Number of Visitors to the region	Number of Actual overnight visitors as per National Visitor Survey by Tourism Research Australia.
Statutory Planning	Decision making	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	$\frac{\text{[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits]}}{\text{[Number of planning application decisions made]}} \times 100$
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and FOGO collected from kerbside bins that is diverted from landfill)	$\frac{\text{[Weight of recyclables and FOGO collected from kerbside bins]}}{\text{[Weight of garbage, recyclables and FOGO collected from kerbside bins]}} \times 100$
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	$\frac{\text{[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up]}}{\text{[Number of critical non-compliance notifications and major non-compliance notifications about food premises]}} \times 100$
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Support our Community	10,656	15,053	(4,397)
Grow Our Regional Economy	(2,557)	2,938	(5,495)
Plan for our Built Environment	11,987	14,693	(2,706)
Promote our Natural Environment	4,926	6,221	(1,295)
Provide Governance and Leadership	8,452	9,024	(572)
Total services and initiatives	33,464	47,929	(14,465)
Funding sources			
Rates and charges	(24,054)		
Victoria Grants Commission	(9,497)		
Capital grants	(3,000)		
Total funding sources	(36,551)		
Corporate Expenses			
Loan Servicing	21		
Total Corporate Expenses	21		
(Surplus)/Deficit for the year			(3,066)

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2024-2025 has been supplemented with projections to 2027-2028.

The financial statements are prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

Southern Grampians Shire Council
Budgeted Comprehensive Income Statement

For the four years ending 30 June 2028

	Forecast Actual 2023/24 \$'000	Budget		Projections	
		2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Income					
Rates and charges	23,252	24,054	24,655	25,148	25,651
Statutory fees and fines	601	469	485	498	510
User fees	5,502	6,281	6,501	6,987	7,162
Grants - Operating	11,087	10,720	10,873	11,090	11,260
Grants - Capital	13,336	3,000	2,400	8,800	3,200
Contributions - monetary	352	-	-	2,000	20,000
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	5,640	1,060	490	730
Net gain/(loss) on disposal of investment property	-	-	-	-	-
Other income	684	852	886	922	958
Total Income	54,814	51,016	46,861	55,934	69,472
Expenses					
Employee costs	(19,121)	(20,388)	(20,592)	(20,798)	(21,006)
Materials and services	(10,386)	(13,882)	(14,021)	(14,161)	(14,303)
Depreciation	(12,611)	(12,608)	(12,671)	(12,948)	(13,012)
Bad and doubtful debts	-	-	(21)	(19)	(23)
Borrowing costs	(43)	(21)	(245)	(586)	(547)
Other expenses	(4,249)	(1,051)	(1,062)	(1,072)	(1,083)
Total Expenses	(46,410)	(47,950)	(48,611)	(49,584)	(49,973)
Surplus/(deficit) for the year	8,404	3,066	(1,750)	6,350	19,499
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Total comprehensive result	8,404	3,066	(1,750)	6,350	19,499

3.2 Balance Sheet

Southern Grampians Shire Council Budgeted Balance Sheet

For the four years ending 30 June 2028

	Forecast Actual	Budget	Projections		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Assets					
Current assets					
Cash and cash equivalents	6,729	7,608	6,154	5,912	5,411
Trade and other receivables	4,560	4,179	3,744	4,538	5,612
Inventories	517	533	533	533	533
Other assets	505	505	505	505	505
Total current assets	12,311	12,825	10,936	11,489	12,060
Non-current assets					
Trade and other receivables	16	17	17	17	17
Other financial assets	-	800	640	448	269
Property, infrastructure, plant & equipment	515,540	522,956	536,460	541,212	559,849
Investment property	900	900	900	900	900
Total non-current assets	516,456	524,673	538,017	542,577	561,035
Total assets	528,767	537,498	548,953	554,065	573,095
Liabilities					
Current liabilities					
Trade and other payables	2,804	2,853	2,932	2,961	2,983
Trust funds and deposits	387	387	387	387	387
Unearned income/revenue	69	71	71	71	71
Provisions	4,472	4,472	4,472	4,472	4,472
Interest-bearing loans and borrowings	186	999	2,063	2,286	2,671
Total current liabilities	7,918	8,782	9,925	10,177	10,584
Non-current liabilities					
Provisions	1,812	1,812	1,812	1,812	1,812
Interest-bearing loans and borrowings	1,130	5,931	17,993	16,503	15,628
Total non-current liabilities	2,942	7,743	19,805	18,315	17,440
Total liabilities	10,860	16,525	29,730	28,492	28,024
Net assets	517,907	520,973	519,223	525,573	545,072
Equity					
Accumulated surplus	146,715	149,781	148,031	154,381	173,880
Reserves	371,192	371,192	371,192	371,192	371,192
Total equity	517,907	520,973	519,223	525,573	545,072

3.3 Statement of Changes in Equity

Southern Grampians Shire Council
Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023/24				
Balance at beginning of the financial year	509,503	138,311	370,621	571
Surplus/(deficit) for the year	8,404	8,404	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	517,907	146,715	370,621	571
2024/25				
Balance at beginning of the financial year	517,907	146,715	370,621	571
Surplus/(deficit) for the year	3,066	3,066	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	520,973	149,781	370,621	571
2025/26				
Balance at beginning of the financial year	520,973	149,781	370,621	571
Surplus/(deficit) for the year	(1,750)	(1,750)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	519,223	148,031	370,621	571
2026/27				
Balance at beginning of the financial year	519,223	148,031	370,621	571
Surplus/(deficit) for the year	6,350	6,350	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	525,573	154,381	370,621	571
2027/28				
Balance at beginning of the financial year	525,573	154,381	370,621	571
Surplus/(deficit) for the year	19,499	19,499	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	545,072	173,880	370,621	571

3.4 Statement of Cash Flows

Southern Grampians Shire Council
Budgeted Statement of Cash Flows

For the four years ending 30 June 2028

	Forecast Actual	Budget	Projections		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	22,942	23,759	24,879	25,097	25,607
Statutory fees and fines	539	475	490	496	509
User fees	5,448	6,204	6,560	6,944	7,147
Grants - operating	10,883	10,590	10,972	11,067	11,245
Grants - capital	13,092	3,845	2,422	8,273	3,658
Contributions - monetary	352	-	-	2,000	20,000
Other receipts	1,456	1,166	894	754	(520)
Employee costs	(19,920)	(20,160)	(20,546)	(20,781)	(20,993)
Materials and services	(11,276)	(13,209)	(13,990)	(14,150)	(14,294)
Other payments	(4,713)	(1,598)	(1,059)	(1,071)	(1,082)
Net cash provided by/(used in) operating activities	18,803	11,072	10,620	18,629	31,276
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(38,807)	(20,625)	(26,625)	(18,000)	(32,000)
Proceeds from sale of property, infrastructure, plant and equipment	-	5,640	1,510	790	1,080
Payments for investments	-	(800)	-	-	-
Proceeds from investments	-	-	160	192	179
Net cash provided by/(used in) investing activities	(38,807)	(15,785)	(24,955)	(17,018)	(30,741)
Cash flows from financing activities					
Finance costs	(97)	(21)	(245)	(586)	(547)
Proceeds from borrowings	-	5,800	14,000	1,000	2,000
Repayment of borrowings	(511)	(187)	(874)	(2,267)	(2,490)
Net cash provided by/(used in) financing activities	(608)	5,592	12,881	(1,853)	(1,037)
Net increase/(decrease) in cash & cash equivalents	(20,612)	879	(1,454)	(242)	(502)
Cash and cash equivalents at the beginning of the financial year	27,341	6,729	7,608	6,154	5,912
Cash and cash equivalents at the end of the financial year	6,729	7,608	6,154	5,912	5,411

3.5 Statement of Capital Works

Southern Grampians Shire Council
Budgeted Capital Works Statement

For the four years ending 30 June 2028

	Forecast Actual	Budget	Projections		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Property					
Land	1,273	-	-	-	-
Total land	1,273	-	-	-	-
Buildings	13,524	6,590	13,175	550	20,550
Total buildings	13,524	6,590	13,175	550	20,550
Total property	14,797	6,590	13,175	550	20,550
Plant and equipment					
Plant, machinery and equipment	1,950	1,500	1,500	1,500	1,500
Fixtures, fittings and furniture	123	-	-	-	-
Computers and telecommunications	106	50	-	-	-
Library books	70	71	-	-	-
Total plant and equipment	2,249	1,621	1,500	1,500	1,500
Infrastructure					
Roads	8,090	5,904	5,909	10,909	6,909
Bridges	199	246	246	246	246
Footpaths and cycleways	1,175	246	245	245	245
Drainage	533	400	400	400	400
Recreational, leisure and community facilities	3,202	2,239	1,150	150	150
Waste management	1,527	89	-	-	-
Parks, open space and streetscapes	6,340	3,290	4,000	4,000	2,000
Off street car parks	535	-	-	-	-
Other infrastructure	160	-	-	-	-
Total infrastructure	21,761	12,414	11,950	15,950	9,950
Total capital works expenditure	38,807	20,625	26,625	18,000	32,000
Represented by:					
New asset expenditure	3,877	984	-	4,000	-
Asset renewal expenditure	28,666	11,666	10,000	10,000	10,000
Asset upgrade expenditure	6,264	7,975	16,625	4,000	22,000
Total capital works	38,807	20,625	26,625	18,000	32,000
Funding sources represented by:					
Grants	13,336	-	-	6,000	-
Contributions	406	-	-	2,000	-
Council Cash	25,065	15,625	16,625	10,000	32,000
Borrowings	-	5,000	10,000	-	-
Total capital works expenditure	38,807	20,625	26,625	18,000	32,000

3.6 Statement of Human Resources

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2023-2024 \$'000	2024-2025 \$'000	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000
Staff Expenditure					
Employee Costs – Operating	19,121	20,388	20,592	20,798	21,008
Employee Costs – Capital	2,285	1,631	1,696	1,764	1,835
Total Staff Expenditure	21,406	22,019	22,288	22,562	22,843
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Employees	236.79	234.79	235	235	235

A summary of human resource expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2024-2025 \$'000	Permanent Full Time \$'000	Part Time, Casual & Temporary \$'000
1. Support our Community	4374	1707	2,667
2. Grow our Regional Economy	851	614	237
3. Maintain and Renew our Infrastructure	9,773	9,121	652
4. Protect our Natural Environment	973	480	493
5. Provide Strong Governance and Leadership	4,417	4,107	310
Total Permanent Staff Expenditure	20,388	16,029	4,359
Capitalised Labour Costs	1,631		
Total Expenditure	22,019		

A summary of the number of full time equivalent (FTE) Council staff in relations to the above expenditure is included below:

Department	Budget 2024-2025 FTE	Permanent Full Time FTE	Part Time, Casual & Temporary FTE
1. Support our Community	55.23	19.00	36.23
2. Grow our Regional Economy	10.97	8.00	2.97
3. Maintain and Renew our Infrastructure	112.40	89.00	8.40
4. Protect our Natural Environment	11.49	6.00	5.49
5. Provide Strong Governance and Leadership	44.70	41.00	3.70
Total Staff FTE	219.79	163.00	56.79
Capitalised Labour Costs - FTE	15.00		
Total FTE	234.79		

4. Notes to the Financial Statements

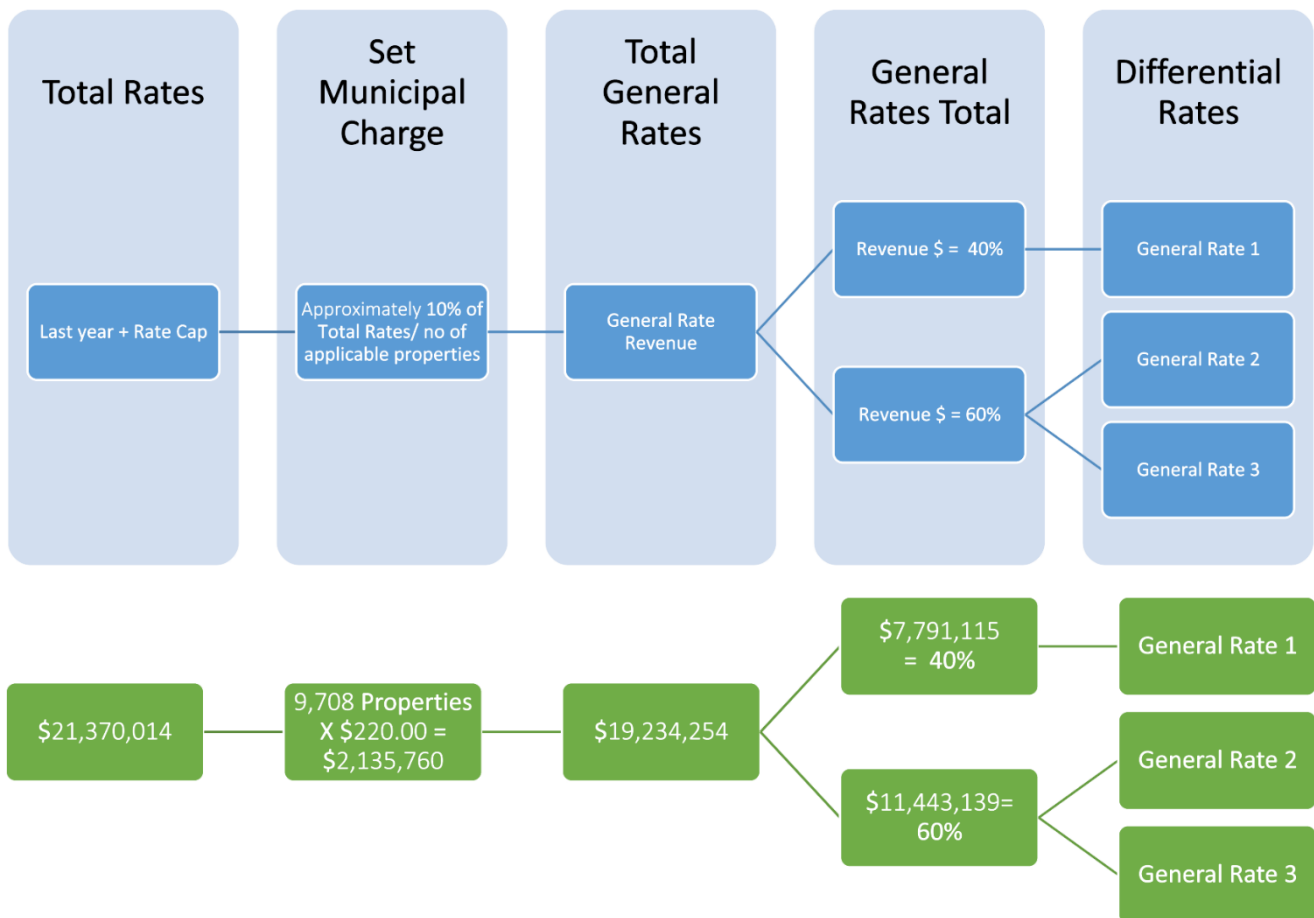
4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council’s budget. Council has also prepared a separate document, “Revenue and Rating Plan” which sets out in more detail, information about rating.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

The rate increase has been calculated using the following process:



Planning for future rate increases has been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System* (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2024-2025 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council’s average rates and charges.

In developing the Budget, rates and charges were identified as an important source of revenue, accounting for around half of the total revenue received by Council annually (44% in 2023-2024 Budget and 47% in 2024-2025 Budget).

The level of required rates and charges has been considered in this context, with reference to Council’s other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.75% in line with the rate cap.

Service charges will however increase by 8% to ensure Council is working its way towards achieving a cost-neutral position for waste management.

This will raise total rates and charges (including kerbside collection) for 2024-2025 to \$24,011,074.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2023-2024	2024-2025	Change	
	Forecast Actual \$'000	Budget \$'000	\$'000	%
General Rates – Council*	18,663	19,234	571	3.06%
General Rates - Yatchaw	4	4	0	-
Municipal Charge*	2,093	2,136	43	2.05%
Other Supplementary Rates & Interest	64	39	(25)	(39.06%)
Waste Collection Charge (Compulsory)	2,340	2,547	207	8.80%
Waste Collection Charge (Voluntary)	88	94	6	6.82%
Total Rates and Charges	23,252	24,054	802	3.45%

Note: Items designated "*" subject to the FGRS Rate Cap

4.1.1(b) The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2023-2024 cents/\$CIV	2024-2025 cents/\$CIV	Change
General rate 1 for rateable residential properties	0.003079	0.003280	6.53%
General rate 1 for rateable rural properties	0.003079	0.003280	6.53%
General rate 1 for rateable industrial properties	0.003079	0.003280	6.53%
General rate 1 for rateable commercial properties	0.003079	0.003280	6.53%
General rate 2 for rateable rural N/S properties	0.001625	0.001755	8.00%
General rate 3 for residential rural properties	0.001625	0.001755	8.00%
General rate 3 for rural properties	0.001625	0.001755	8.00%
General rate 3 for industrial rural properties	0.001625	0.001755	8.00%
General rate 3 for commercial rural properties	0.001625	0.001755	8.00%

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2023-2024 \$	2024-2025 \$	Change \$	Change %
Residential	7,820,207	7,999,517	179,310	2.29%
Rural	9,848,508	10,123,054	274,546	2.79%
Industrial	294,386	329,466	35,080	11.92%
Commercial	699,521	782,217	82,696	11.82%
Total amount to be raised by general rates	18,662,622	19,234,254	571,632	3.06%

Alternate view - By Rate Code

Type or class of land	2023-2024 \$	2024-2025 \$	Change \$	Change %
General Rate 1	7,532,872	7,791,115	258,243	3.43%
General Rate 2	343,013	341,005	(2,008)	(0.59%)
General Rate 3	10,786,737	11,102,134	315,397	2.92%
Total amount to be raised by general rates	18,662,622	19,234,254	571,632	3.06%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2023-2024	2024-2025	Change	Change
	Number	Number	No.	%
Residential	7,553	7,566	13	0.17%
Rural	2,937	2,950	13	0.44%
Industrial	257	258	1	0.39%
Commercial	452	452	-	0.67%
Total number of assessments	11,199	11,226	27	0.24%

4.1.1(e) The basis of valuation to be used is: Capital Improved Value (CIV)

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2023-2024	2024-2025	Change	Change
	\$	\$	\$	%
Residential	2,928,920,000	2,799,124,000	(129,796,000)	(4.43%)
Rural	6,023,586,000	5,734,659,000	(288,927,000)	(4.80%)
Industrial	104,265,000	109,590,000	5,325,000	5.11%
Commercial	238,838,000	252,274,000	13,436,000	5.63%
Total value of land	9,295,609,000	8,895,647,000	(399,962,000)	(4.30%)

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	Change
	2023-2024	2024-2025		
	\$	\$		
Municipal	216	220	4	1.85%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2023-2024	2024-2025	Change	Change
	\$	\$	\$	%
Municipal	2,093,040	2,135,760	42,720	2.04%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Residential Property	Per Rateable Residential Property	Change	Change
	2023-2024	2024-2025		
	\$	\$		
Kerbside Collection – Refuse, Recycling & FOGO	385	415	30	8%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2023-2024 \$	2024-2025 \$	Change \$	Change %
Kerbside Collection – Refuse, Recycling & FOGO	2,427,425	2,641,060	231,635	8.80%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2023-2024 \$	2024-2025 \$	Change \$	Change %
General rates	18,662,622	19,234,254	571,632	3.06%
Municipal charge	2,093,040	2,135,760	42,720	2.04%
Total Rates	20,755,662	21,370,014	614,352	2.96%
Other Supplementary Rates & Interest	69,123	42,986	(26,137)	(37.8%)
Kerbside Collection – Refuse, Recycling & FOGO	2,427,425	2,641,060	213,635	8.80%
Rates and charges	23,252,210	24,054,060	801,850	3.45%

4.1.1(l) Fair Go Rates System Compliance

Southern Grampians Shire Council is required to comply with the State Governments Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	* 2023-2024 \$	2024-2025 \$
Total Rates (includes Municipal Charge) – Prior Year	\$20,019,598	\$20,755,662
Number of rateable properties	11,209	11,226
Base Average Rate	\$1,790.06	\$1,853.35
Maximum Rate Increase (set by the State Government)	3.50%	2.75%
Capped Average Rate	\$1,852.57	\$1,903.62
Maximum General Rates and Municipal Charges Revenue	\$20,719,146	\$21,370,038
Budgeted		
General Rates and Municipal Charges Revenue	\$20,719,146	\$21,370,014
Number of rateable properties	11,184	11,226
Average Rate	\$1,852.57	\$1,903.62
Rate Increase	3.49%	2.71%

*based on ESC return for 2023-24

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes in use of land such that rateable land becomes non-rateable land and vice versa;
- Changes in use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

General Rate 1

A differential general rate of 0.003280 cents in the dollar on the capital improved value of all rateable land in the parishes of North Hamilton and South Hamilton, excluding all farm land which comprises part of a single farm enterprise with an area of 40 hectares or more;

General Rate 2

A differential general rate of 0.001755 cents in the dollar on the capital improved value of all rateable farm land in the parishes of North Hamilton and South Hamilton and which comprises part of a single farm enterprise with an area of 40 hectares or more;

General Rate 3

A differential general rate of 0.001755 cents in the dollar on the capital improved value of all other rateable land in the Shire;

Objective of Differential Rating

Council believes each differential rate will contribute to the equitable and efficient delivery of Council functions. The purpose of levying differential general rates is to recognise the following inherent characteristics and historical circumstances:

- the different standard of municipal services provided to the residents and ratepayers in different areas of the Shire,
- the different range of municipal services available to the residents and ratepayers in different areas of the Shire,
- differences in the accessibility to municipal services for the residents and ratepayers in different areas of the Shire.

4.1.1(o) Special Rate – Yatchaw Drainage Authority

A Special Rate of 0.00013 cents in the dollar on the capital improved value of all rateable land in the Yatchaw Drainage Area.

4.1.2 Statutory fees and fines

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include such items as building permits, animal registrations and parking fines.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Change \$'000	Change %
Building Services	89	47	(42)	(47%)
Cinema	1	0	(1)	(100%)
Environmental Health	114	33	(81)	(71%)
Local Laws Operations	196	178	(18)	(9%)
Rates & Charges	20	21	1	5%
Roads & Streets	8	0	(8)	(100%)
Statutory Planning	173	190	17	10%
Total	601	469	132	(22%)

4.1.3 User fees

User charges relate to the recovery of service delivery costs through the charges of fees to users of Council services. These include use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home care services.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Change \$'000	Change %
Livestock Exchange	1,916	1,916	5	0.3%
Waste & Transfer Stations	1,085	974	(11)	(1%)
Hamilton Indoor Leisure & Aquatic Centre	1,203	1,483	263	22%
Community & Children's Services	203	653	483	284%
Cultural Services	583	439	(111)	(20%)
Quarry	255	0	(255)	(100%)
Regulatory & Compliance	191	273	114	72%
Other User Fees	66	543	291	115%
Total	5,502	6,281	779	14%

4.1.4 Grants - Operating

Operating Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council services to ratepayers. A list of operating grants by service and source, classified into current & non-recurrent are included below.

Operating Grants	Forecast Actual 2023-2024 \$'000	Budget 2024-2025 \$'000	Variance \$'000	Variance %
Recurrent - Commonwealth Government				
Financial Assistance Grant (allocated by Victoria Grants Commission)	9,094	9,497	403	4%
Children's Services (Child Care Rebate & Immunisations)	474	0	-474	(100%)
Plant Management (Fuel Tax Credits)	100	100	0	0%
Recurrent - State Government				
Art Gallery (Arts Victoria – Operational Grant)	110	110	0	0%
Environmental Health	16	4	(12)	(75%)
Senior Citizen Programs & Support	3	0	(3)	(100%)
Library (DEWLP - Public Libraries Funding)	187	177	(3)	(6%)
Local Laws Operations (School Crossings)	59	60	1	2%
Maternal & Child Health (Operational Grant)	427	459	32	8%
Emergency Management	60	60	0	0%
Natural Asset Management	75	3	3	(96%)
Youth Services	60	60	0	0%
Performing Arts Centre (Arts Victoria - Operational Grant)	110	80	(30)	(27%)
Total recurrent grants	10,775	10,610	(159)	(1%)
Non-recurrent - Commonwealth Government				
Community Support	24	0	(24)	(100%)
Non-recurrent - State Government				
Pest and Weed Eradication	75	85	10	13%
Library	8	7	1	(20%)
Youth Services	36	18	(18)	(50%)
IT Connectivity	250	0	(250)	(100%)
Total non-recurrent operating grants	393	110	(283)	(72%)
Total operating grants	11,086	10,720	(360)	(3%)

4.1.5 Grants - Capital

Capital Grants include all money received from State, Federal and Community sources for the purposes of funding the capital works program. A list of capital grants by service and source, classified into current & non-recurrent are included below.

Capital Grants	Forecast Actual 2023-2024 \$'000	Budget 2024-2025 \$'000	Variance \$'000	Variance %
Recurrent - Commonwealth Government				
Roads to Recovery	1,985	2,000	15	1%
Recurrent - State Government				
	0	0	0	0%
Total recurrent capital grants	1,985	2,000	15	1%
Non-recurrent - Commonwealth Government				
Local Roads and Community Infrastructure Program (LRCIP)	3,130	1,000	(2,130)	(68%)
Dunkeld/Mount Sturgeon Loop Walk Project	300	0	(300)	(100%)
Melville Oval – Facilities Project	5,828	0	(5,828)	(100%)
Non-recurrent - State Government				
Botanic Gardens - Hamilton - Intergenerational Garden	840	0	(840)	(100%)
Silvester Oval - Power & Lighting Upgrade	250	0	(250)	(100%)
Cox Street Hamilton - Streetscape	503	0	(502)	(100%)
Waste Options Implementation	500	0	(500)	(100%)
Total non-recurrent capital grants	11,351	1,000	(10,351)	(91%)
Total capital grants	13,336	3,000	(10,336)	(78%)

4.1.6 Other Revenue

Other revenue includes Contributions, reimbursements and other minor sources of revenue for various services provided by Council.

Contributions relate to money received from community groups or other bodies to assist in the funding of both capital and operating Projects. A list of Contributions by service and purpose, classified into capital and operating are shown below.

Reimbursements are expenditure that is incurred by Council on behalf of another organisation and then recompensed after the event.

	Forecast 2023-2024	Budget 2024-2025	Change	Change
	\$'000	\$'000	\$'000	%
Interest Revenue	378	505	127	34%
Donations	10	0	(10)	(100%)
Reimbursements	63	304	241	383%
Revenue in Lieu of Rates	46	0	(46)	(100%)
Contributions	164	0	(164)	(100%)
Other Operating Revenue	23	43	20	87%
Total	684	852	168	25%

4.1.7 Employee costs

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Operational Employee costs are estimated to increase by \$1.267 million to \$20.388 million compared to 2023-2024 forecast Budget (\$19.121m). This amount varies from year to year due to the impact of a number of matters including additional works, resignations, redundancies, recruitment expenses, industrial relations advice and other associated on-costs as the workforce expands and contracts in line with service demands.

Other factors impacting employee costs are:

- Annual increment under Council's Enterprise Bargaining Agreement (EBA)
- Movement of staff through the banding system; and
- The balance of work carried out between operational projects and capital works.

Employees who work on capital works have their wages and associated on-costs charged to the asset category in the balance sheet of the projects.

	Forecast 2023-2024	Budget 2024-2025	Change	Change
	\$'000	\$'000	\$'000	%
Wages & Salaries	13,297	14,538	1,241	9%
Public Holidays, Sick, Annual & Long Service Leave	3,230	3,336	106	3%
Superannuation	2,143	1,984	(159)	(7%)
Work Cover Premium & Expenses	390	475	85	22%
Fringe Benefits Tax	61	55	(6)	(10%)
Total	19,121	20,388	1,267	7%

4.1.8 Materials and services

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs.

Whilst utility costs continue to escalate, Council has been implementing a number of energy efficient measures which will see the reduction of utilities in some services areas.

	Forecast 2023-2024	Budget 2024-2025	Change	Change
	\$'000	\$'000	\$'000	%
Contractors	5,235	8,802	3,567	68%
Service charges & Consumables	3,125	3,617	492	16%
Utilities	896	1,135	239	27%
External Consultants & Professionals	1,130	328	(802)	(71%)
Total	10,386	13,882	(3,496)	34%

4.1.9 Bad and doubtful debts

Bad and doubtful debts are negligible for Council.

4.1.10 Depreciation and amortisation

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Council has estimated the depreciation expense for the 2023-2024 year and used this as the basis for the 2024-2025 year. This amount is an estimate only as Council constantly re-values assets; however, these calculations will not be processed until the end of the 2024-2025 financial year.

The reduction relates to assets which have reached the end of their lives and have been fully depreciated, but still in use.

	Forecast 2023-2024	Budget 2024-2025	Change	Change
	\$'000	\$'000	\$'000	%
Property, Furniture & Fittings	1,599	1,599	0	0%
Plant & Equipment	1,180	1,180	0	0%
Infrastructure	8,469	8,469	0	0%
Other Assets	1,363	1,360	(3)	(0.2%)
Total	12,611	12,608	(3)	0%

4.1.11 Borrowing costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

4.1.12 Other items of expense

Other items of expense relate to a range of unclassified items including contributions to community groups, advertising, insurances, and other miscellaneous expenditure items.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Change \$'000	Change %
Waste Disposal expenses	636	0	(636)	(100%)
Communications & Software licences	671	0	(671)	(100%)
Contributions & Grants to other organisations	704	359	(345)	(49%)
Insurances	783	0	(783)	(100%)
Elected Members	249	279	30	12%
Rates Discount	199	0	(199)	(100%)
Audit & Legal	155	106	(49)	(32%)
Other Expenses	852	307	(545)	(64%)
Total	4,249	1,051	(3,198)	(75%)

4.1.13 Adjusted underlying surplus/deficit

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.

The adjusted underlying result for the 2024-2025 year is a surplus of \$2.066 million which is an increase of \$5.365 million from the projected 2023-2024 year underlying deficit of \$3.299 million. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent or are not matched to operating expenses and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

See Note 4.1.5 for a detailed listing of all capital grants.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Variance \$'000
Total income	54,814	51,016	(3,798)
Total expenses	(46,410)	(47,950)	(1,540)
Surplus (deficit) for the year	8,404	3,066	(5,338)
Grants – capital non-recurrent	(11,351)	(1,000)	(12,351)
Contributions - non-monetary assets	-	-	-
Capital contributions - other sources	(352)	-	352
Adjusted underlying surplus (deficit)	(3,299)	2,066	(5,365)

4.2 Balance Sheet

4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to not change significantly during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are not expected to change significantly in the budget. Long-term debtors (non-current) relating to loans to community organisations and principal and interest debtors for private streets, Kerb & Channel and Footpath Schemes will decrease in accordance with agreed repayment terms.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The \$7.416 million increase in this balance is attributable to the capital works program (\$20.625 million of additional asset value), less depreciation of assets (\$12.608 million), and sale of plant and equipment (\$0.601 million)

Non-current assets held for sale includes land around the Lakes Edge Development and Hamilton Gateways Industrial land lots.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are generally budgeted to remain consistent with 2023-2024 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are also expected to remain constant due to active management of entitlements despite factoring in an increase for Collective Agreement outcomes. However, an adjustment has been made to take into consideration the reduced amount of employee provisions required following Council's transition away from the provision of Home and Community Care Programs and the subsequent reduction in its workforce.

Interest-bearing loans are classified as a liability, details of which are shown in the note below.

4.2.3 Borrowings

Council is budgeting to repay loan principal of \$0.198 million over the year for existing loans.

Council is anticipating new borrowings in the 2024-2025 year of \$5.800 million followed by subsequent borrowing to fund a number of large intergenerational projects.

The table below shows information on borrowings.

	2023-2024	2024-2025
	\$	\$
Total amount borrowed as at 30 June of the prior year	1,827	1,316
Total amount to be borrowed	0	5,800
Total amount projected to be redeemed	(511)	(186)
Total amount proposed to be borrowed as at 30 June	1,316	6,930

4.2.4 Working Capital

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months and are therefore not available for discretionary spending.

Council anticipates having working capital at year end 2024-2025 of \$3.987 million (current assets \$12.769 million less current liabilities \$8.782 million). Council will need to manage its cash payments and receipts carefully to maintain a positive cash balance.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

4.3 Statement of Changes in Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations; and
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Variance \$'000
Accumulated Surplus	146,715	149,781	3,066
Reserve – Asset Revaluation	370,621	370,621	-
Reserve – Open Space/Subdividers Contributions*	57	57	-
Reserve – Parking Development	20	20	-
Reserve – Drainage Headworks	97	97	-
	517,907	520,973	3,066

Subdividers Contributions are in lieu of provision of recreational land within a subdivision. These funds are used to develop strategically located parks and reserves for the benefit of residents in the general area, as provided in the Subdivision Act 1988 and Planning and Environment Act 1987.

The Parking Development Reserve is in lieu of provision of off-site parking as part of a development. These funds are used for the purchase and development of public access parking in the general area.

The Drainage Headworks Reserve is in lieu of meeting the cost to develop, upgrade and/or renew drainage infrastructure downstream of any subdivision development, a charge is levied on subdivision developers.

Note - * Denotes Statutory Reserve – other reserves are the result of a Council resolution only.

4.4 Statement of Cash Flows

4.4.1 Operating activities

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Variance \$'000
Surplus (deficit) for the year from operating activities	8,404	3,066	(5,338)
Depreciation	12,611	12,608	(3)
Loss (gain) on disposal Assets	0	(4,196)	(4,196)
Loss on impairment of Assets	0	0	0
Net movement in current assets and liabilities	(2,212)	(406)	1,806
Cash flows available from operating activities	18,803	11,072	(7,731)

4.4.2 Investing activities

The payments for investing activities (\$20.625 million) represents the planned capital works expenditure – Note 4.5 explains how this investment is funded.

Proceeds from the sale of assets are estimated to be \$5.640 million, and includes plant, equipment, commencement of sales from the Hamilton Industrial Estate, Lakes Edge land sales and other land sales.

4.4.3 Financing activities

For 2024-2025 the total of principal repayments is projected to be \$0.187 million and finance charges are projected to be \$0.021 million. Council is budgeting to take up new loans totalling \$5.800m in 2024-2025 to fund intergenerational assets.

4.4.4 Cash and cash equivalents at end of the year

Overall, total cash and investments is forecast to increase by \$0.879 million to \$7.608 million as at 30 June 2025. The increase in cash and investments incorporates loan funding to be sourced for intergenerational asset construction. Council has a strategy of using cash and investments to renew and enhance existing and create new infrastructure before borrowing where possible.

4.4.5 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2025 it will have cash and investments of \$6.712 million, which has been restricted as shown in the following table.

There are also a number of discretionary reserves which Council desires to have backed by cash, however there is no requirement to do so. These funds are used to assist with cash management throughout the year and then replaced when able.

	Forecast 2023-2024 \$'000	Budget 2024-2025 \$'000	Variance \$'000
Total cash and investments	6,729	7,608	879
Restricted cash and investments			
- Statutory reserves	57	57	-
- Trust funds and deposits	450	387	63
Unrestricted cash and investments	6,222	7,164	942
Discretionary Reserves/Funds			
- Discretionary reserves – See Note 4.3	118	118	-
- Sir Irving Benson Bequest	658	658	-
- Defined Benefit Shortfall	1,281	1,281	-
- Landfill Rehabilitation	1,100	1,100	-
- Long Service Leave Entitlement	2,500	2,500	-
Total Discretionary Reserves/Funds	5,657	5,657	-
Unrestricted cash adjusted for discretionary Reserves	565	1,507	942

4.4.5a Statutory Reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

4.4.5b Trust Funds & Deposits

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

4.4.5c Discretionary reserves/funds

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds should be used for those earmarked purposes. Each of these reserves/funds are backed by cash investments.

4.4.5d Unrestricted cash adjusted for discretionary reserves

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short-term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

4.5 Capital Works Program

4.5.1 Funding sources

Sources of Funding	Forecast	Budget	Variance
	2023-2024 \$'000	2024-2025 \$'000	\$'000
Grants	13,336	3,000	(10,336)
Contributions	406	0	(406)
Reimbursements	0	0	0
Borrowings	0	5,800	5,800
Council cash			
- proceeds from sale of assets	0	5,640	5,640
- reserve cash and investments (Statutory)	0	0	0
- reserve cash and investments (Discretionary)	0	0	0
- unrestricted cash and investments	25,065	6,185	(18,880)
Total funding sources	38,807	20,625	(18,182)

4.5.1a Grants

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Council is anticipating the following government grant funding:

- Roads to Recovery for local roads \$2.0m,
- Local Roads & Community Infrastructure Program \$1.0m

4.5.1b Council cash - proceeds from sale of assets

Proceeds from sale of assets include construction fleet and motor vehicle sales \$250k together with anticipated sales of the Hamilton industrial Park allotments \$0.240 million, Quarry Sale \$0.600 million, Surplus land sales \$0.550 million and Lakes Edge land \$4.0 million.

4.5.1c Council cash - borrowings

Proceeds from borrowings in 2024-2025 is anticipated to be \$5.800m to fund part of the capital works program, specifically design and construction of the Community Hub.

4.5.1d Council cash - unrestricted cash and investments

In addition to reserve investments, Council has uncommitted cash and investments which represent unrestricted cash and investments.

5. Detailed capital works

5.1 Capital Work 2024-2025 with sources of revenue

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Property								
Land Improvements								
Hamilton Industrial Land Sales	-	-	-	-	-	-	240,000	(240,000)
Land Sale - Lakes Edge	-	-	-	-	-	-	4,000,000	(4,000,000)
Surplus Land Sales	-	-	-	-	-	-	550,000	(550,000)
Quarry Land Sale - Part 1	-	-	-	-	-	-	600,000	(600,000)
	0	0	0	0	0	0	5,390,000	(5,390,000)
Buildings								
LRCIP Grant Funding	-	-	-	-	-	1,000,000	-	(1,000,000)
Purchase & Renovate School - Glenthompson	120,000	-	-	120,000	-	0	-	120,000
Coleraine Caravan Parks Amenities Block Renewal	40,000	40,000	-	-	-	0	-	40,000
PAC Repair works	200,000	200,000	-	-	-	0	-	200,000
Replacement of the asbestos cladding at Baudinette Pavilion at Silvester Oval	60,000	60,000	-	-	-	0	-	60,000
Melville Oval Repair of termite damage within existign pavillion	100,000	100,000	-	-	-	0	-	100,000
Lonsdale Street Building Demolition and site remediation	40,000	40,000	-	-	-	0	-	40,000
Dunkeld HUB public toilets	45,000	45,000	-	-	-	0	-	45,000
ESM - Priority works	110,000	110,000	-	-	-	-	-	110,000
Hub - Detailed Design/Construction	5,000,000	-	5,000,000	-	-	-	-	5,000,000
Art Gallery - Detailed Design/Construction	875,000	-	875,000	-	-	-	-	875,000
	6,590,000	595,000	5,875,000	120,000	0	1,000,000	0	5,590,000
Total Property	6,590,000	595,000	5,875,000	120,000	-	1,000,000	5,390,000	200,000
Plant & Equipment								
Plant Machinery & Equipment								
Light Fleet Renewals	500,000	500,000	-	-	-	0	250,000	250,000
Heavy Fleet Renewals	1,000,000	1,000,000	-	-	-	0	0	1,000,000
	1,500,000	1,500,000	-	-	-	0	250,000	1,250,000
Computers & Telecommunications								
Business Systems - IT Server Infrastructure	-	-	-	-	-	0	0	0
Business Systems - IT Network Infrastructure	50,000	50,000	-	-	-	0	0	50,000
Business Systems - CCTV Cameras	-	-	-	-	-	0	0	0
Business Systems - IT Backup	-	-	-	-	-	0	0	0
	50,000	50,000	-	-	-	0	0	50,000
Library Books								
Library Acquisitions								
Library Acquisitions - Funded	70,733	70,733	-	-	-	0	0	70,733
	70,733	70,733	-	-	-	0	0	70,733
Total Plant & Equipment	1,620,733	1,620,733	-	-	-	0	250,000	1,370,733

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Infrastructure								
Roads								
RTR Funding	-	-	-	-	-	2,000,000	0	(2,000,000)
	-	-	-	-	-	2,000,000	0	(2,000,000)
Road Rehabilitations								
Shoulder Rehabilitation/Renewal	300,000	300,000	-	-	-	-	-	300,000
Vic Point Rd(23900m to 31000m)	979,800	979,800	-	-	-	-	-	979,800
Hamilton-Chatsworth Road (shoulder widening only); chainage 35300m to 40000m	1,750,000	1,750,000	-	-	-	0	0	1,750,000
	3,029,800	3,029,800	-	-	-	0	0	3,029,800
Road Reseals								
Urban Reseals								
Coulson Crt (0-61) (McMillan St - End Bowl)	3,117	3,117	-	-	-	0	0	3,117
McDonald Ave (0-128) (Gordon St - Elmore)	6,182	6,182	-	-	-	0	0	6,182
McDonald Ave (128-264) (Elmore - Kent Rd)	6,569	6,569	-	-	-	0	0	6,569
Elmore St (0-213) (Gordon St - McDonald St)	10,288	10,288	-	-	-	0	0	10,288
Clarendon St (661-745) (Rountree - Tyres St)	5,586	5,586	-	-	-	0	0	5,586
Collins St (423-566) (Milton - Shakespeare St)	12,713	12,713	-	-	-	0	0	12,713
Stephen St (691-786) (Lawson - Stewart St)	7,847	7,847	-	-	-	0	0	7,847
Stephen St (525-691) (Dickens - Lawson)	13,712	13,712	-	-	-	0	0	13,712
Dickens Street (185 - 381) (Stephen - Milton)	12,622	12,622	-	-	-	0	0	12,622
Dickens St Hamilton (381-449) (Milton - Gordon)	4,522	4,522	-	-	-	0	0	4,522
Dickens Street (449 - 512) (Gordon - Coulter)	4,190	4,190	-	-	-	0	0	4,190
Dickens St Hamilton (512-601) (Coulter - Shakespeare St)	5,980	5,980	-	-	-	0	0	5,980
Monivae St (161-330) (Width Change - Lodge Rd)	8,754	8,754	-	-	-	0	0	8,754
Winter St (0-166) (Oval - Turnbull St) - Seal	10,227	10,227	-	-	-	0	0	10,227
Wyselaskie St (0-130) (Glenelg Hwy - Henry St) - Seal	5,733	5,733	-	-	-	0	0	5,733
Young St Pt 2 (132-232) (Whyte St - McLeod St) - Seal	7,280	7,280	-	-	-	0	0	7,280
Young St Pt 2 (0-102) (Tumbull St - Whyte St) - Seal	4,424	4,424	-	-	-	0	0	4,424
Wills St (563-785) (Ritchie St - Templeton St) - Seal	13,986	13,986	-	-	-	0	0	13,986
Wills St (1228-1450) (Dunlop St - Glenelg Hwy) - Seal	9,793	9,793	-	-	-	0	0	9,793
Wills St (785-1007) (Templeton St - Sterling St) - Seal	8,393	8,393	-	-	-	0	0	8,393
Wills St (1007-1228) (Sterling St - Dunlop St) - Seal	8,351	8,351	-	-	-	0	0	8,351
Young Street Hamilton (01608 - 01870) (Coleraine - North Boundary Rd) - Seal	16,506	16,506	-	-	-	0	0	16,506
Ballarat Rd S/R Reverse (455-536) (Ballarat Rd - Ballarat Rd) - Seal	3,346	3,346	-	-	-	0	0	3,346
Burchett St (251-398) (Watton - Bell) - Seal	5,040	5,040	-	-	-	0	0	5,040
Burchett St (102-251) (Cobb St - Watton) - Seal	5,110	5,110	-	-	-	0	0	5,110
Brown St, Branxholme (238-371) (Monroe - Best Rd) - Seal	5,306	5,306	-	-	-	0	0	5,306
Brown St, Branxholme (0-36) (Henty Hwy - Seal Change) - Seal	1,540	1,540	-	-	-	0	0	1,540
Brown St, Branxholme (36-109) (Seal Change - Wyndham) - Seal	3,115	3,115	-	-	-	0	0	3,115
Brown St, Branxholme (109-238) (Wyndham - Monroe) - Seal	5,600	5,600	-	-	-	0	0	5,600

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Urban Reseals Continued								
Brown St, Branxholme (503-593) (McNichol - Railway St) - Seal	7,245	7,245	-	-	-	0	0	7,245
Brown St, Branxholme (457-503) (Seal Change - McNicol) - Seal	1,995	1,995	-	-	-	0	0	1,995
Brown St, Branxholme (371-457) (Best Rd - Seal Change) - Seal	3,311	3,311	-	-	-	0	0	3,311
Young St Hamilton (1470 - 1565) (Andrews - Coleraine) - Seal	5,054	5,054	-	-	-	0	0	5,054
Young St Hamilton (1085 - 1470) (Lewis - Andrews) - Seal	19,404	19,404	-	-	-	0	0	19,404
Young Street Hamilton (00650 - 00793) (Kenny St - Tulloch Cres) - Seal	9,009	9,009	-	-	-	0	0	9,009
Young St Hamilton (793 - 1085) (Tulloch Cres - Lewis) - Seal	14,714	14,714	-	-	-	0	0	14,714
Alexandra Parade (0414 - 0620) (Millman - Roundabout) Forward - Seal	16,870	16,870	-	-	-	0	0	16,870
Alexandra Parade (0210 - 0414) (Cox - Millman) Forward - Seal	16,562	16,562	-	-	-	0	0	16,562
Quigley St (75-176) (Dean Crt - Michell) - Seal	4,879	4,879	-	-	-	0	0	4,879
Quigley St (0-75) (Walls Cres - Dean Crt) - Seal	3,626	3,626	-	-	-	0	0	3,626
Quigley St (176-262) (Michell - Tulloch Cres) - Seal	4,151	4,151	-	-	-	0	0	4,151
Shilcock St (0-79) (Lord St - Duke) - Seal	3,815	3,815	-	-	-	0	0	3,815
Shilcock St (79-170) (Duke - Rankin) - Seal	4,074	4,074	-	-	-	0	0	4,074
Shilcock St (170-250) (Rankin - Rasmussen Ave) - Seal	3,584	3,584	-	-	-	0	0	3,584
Henty St Coleraine (767-896) (McKebery St - Trangmar St) - Seal	9,212	9,212	-	-	-	0	0	9,212
Henty St Coleraine (130-243) (Whyte St - McLeod) - Seal	9,807	9,807	-	-	-	0	0	9,807
Henty St Coleraine (243-373) (McLeod - Pilleau St) - Seal	11,375	11,375	-	-	-	0	0	11,375
Henty St Coleraine (896-950) (Trangmar St - Portland St) - Seal	2,303	2,303	-	-	-	0	0	2,303
Henty St Coleraine (0-99) (Tumbull St - Whyte St) - Seal	8,729	8,729	-	-	-	0	0	8,729
Henty St Coleraine (507-634) (McConochie - Church St) - Seal	9,954	9,954	-	-	-	0	0	9,954
Henty St Coleraine (634-767) (Church St - McKebery St) - Seal	11,263	11,263	-	-	-	0	0	11,263
Henty St Coleraine (373-507) (Pilleau St - McConochie) - Seal	11,914	11,914	-	-	-	0	0	11,914
Griffin St (334-546) (McIntyre - Kennedy St) - Seal	17,808	17,808	-	-	-	0	0	17,808
Griffin St (108-334) (Camichael - McIntyre) - Seal	12,971	12,971	-	-	-	0	0	12,971
Hiller La (154-765) (Monivae - Jennings) - Seal	26,516	26,516	-	-	-	0	0	26,516
Hiller La (0-154) (Ballarat Rd - Monivae) - Seal	14,987	14,987	-	-	-	0	0	14,987
Rasmussen Ave (0-81) (Rippon Rd - Shilcock) - Seal	3,626	3,626	-	-	-	0	0	3,626
Rasmussen Ave (81-236) (Shilcock - Dempster Dve) - Seal	6,944	6,944	-	-	-	0	0	6,944
Henry St (210-396) (Cameron - Wyselaskie St) - Seal	13,153	13,153	-	-	-	0	0	13,153
Henry St (110-210) (Scott - Cameron) - Seal	2,450	2,450	-	-	-	0	0	2,450
Henry St (0-110) (Donald-Forbes Rd - Scott) - Seal	2,695	2,695	-	-	-	0	0	2,695
Lynch St (505-728) (McNicol - Railway Crossing) - Seal	5,621	5,621	-	-	-	0	0	5,621
Lynch St (372-505) (Best - McNicol) - Seal	3,444	3,444	-	-	-	0	0	3,444
Lynch St (243-372) (Monroe - Best) - Seal	3,339	3,339	-	-	-	0	0	3,339
Lynch St (0-110) (Henty Hwy - Wyndham) - Seal	4,543	4,543	-	-	-	0	0	4,543
Lynch St (110-243) (Wyndham - Monroe) - Seal	5,026	5,026	-	-	-	0	0	5,026
Alexandra Parade (00000 - 00154) (End - Cox St) - Seal	15,736	15,736	-	-	-	0	0	15,736
Apex Drv (0-111) (Holden St - Abbott St) - Seal	5,362	5,362	-	-	-	0	0	5,362
Coultter Ave (0-232) (Homer St - Dickens St) - Seal	11,207	11,207	-	-	-	0	0	11,207

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Urban Reseals Continued								
Elizabeth St (0-97) (Kenny St - Prince) - Seal	5,096	5,096	-	-	-	0	0	5,096
Elizabeth St (97-206) (Prince - Charles St) - Seal	5,726	5,726	-	-	-	0	0	5,726
Fenton St (00661 - 00823) (Fom Change - Riley) - Seal	11,340	11,340	-	-	-	0	0	11,340
Fenton St (00823 - 00933) (Riley St - Tyres St) - Seal	7,546	7,546	-	-	-	0	0	7,546
Foster St 1 (104-222) (Clarendon - Lonsdale St) - Seal	9,744	9,744	-	-	-	0	0	9,744
Foster St 1 (0-104) (Gray St - Clarendon) - Seal	8,589	8,589	-	-	-	0	0	8,589
Fyfe St (927-1437) (Fom Change - Hamilton Hwy) - Seal	23,205	23,205	-	-	-	0	0	23,205
Fyfe St (408-927) (Rippon - Fom Change) - Seal	31,241	31,241	-	-	-	0	0	31,241
Fyfe St (0-408) (Mt Napier Rd - Rippon) - Seal	31,416	31,416	-	-	-	0	0	31,416
Whyte St P/B Reverse (424-645) (Read St - Henty St) - Seal	8,666	8,666	-	-	-	0	0	8,666
Holden St (0-176) (Mt Napier Rd - Apex Dr) - Seal	11,949	11,949	-	-	-	0	0	11,949
Kent Rd (1981-2104) (Bree - Kenna) - Seal	8,351	8,351	-	-	-	0	0	8,351
Kent Rd (2370-2739) (McArthur - Hensley Park Rd) - Seal	21,182	21,182	-	-	-	0	0	21,182
Kent Rd (2104-2370) (Kenna - McArthur) - Seal	14,896	14,896	-	-	-	0	0	14,896
McIntyre St (438-547) (Gray - Clarke) - Seal	9,919	9,919	-	-	-	0	0	9,919
McNichol St (735-965) (Lynch St - Brown St) - Seal	8,533	8,533	-	-	-	0	0	8,533
McNichol St (965-1178) (Brown St - Cox St) - Seal	7,903	7,903	-	-	-	0	0	7,903
Peck St (0-20) (Coleraine Rd S/R - Surface Change) - Seal	1,750	1,750	-	-	-	0	0	1,750
Peck St (319-557) (Seal Change - North Boundary Rd) - Seal	17,990	17,990	-	-	-	0	0	17,990
Peck St (20-252) (Surface Change - Woodward St) - Seal	17,542	17,542	-	-	-	0	0	17,542
Tumbull St (0-218) (Robertson St - Young St) - Seal	9,464	9,464	-	-	-	0	0	9,464
Scoresby St S/R (42-120) (Start - Scoresby St) - Seal	2,457	2,457	-	-	-	0	0	2,457
Martin St S/R 1Penshurst (263-394) (Watton St - Bell St) - Seal	8,071	8,071	-	-	-	0	0	8,071
Martin St S/R 2 Penshurst (425-524) (Bell St - Cox St) - Seal	8,316	8,316	-	-	-	0	0	8,316
Lord St (0-74) (Rippon Rd - Shilcock) - Seal	3,626	3,626	-	-	-	0	0	3,626
Lord St (74-428) (Shilcock - Hyland St) - Seal	17,346	17,346	-	-	-	0	0	17,346
Pioneer St (0-385) (Wedge St - Seal Change) - Seal	10,514	10,514	-	-	-	0	0	10,514
Pioneer St (430-503) (Beath - Seal Change) - Seal	4,753	4,753	-	-	-	0	0	4,753
Pioneer St (385-430) (Seal Change - Beath) - Seal	2,331	2,331	-	-	-	0	0	2,331
Pioneer St (503-920) (Seal Change - Elijah St) - Seal	11,970	11,970	-	-	-	0	0	11,970
Walls Cres (272-350) (Quigley - Kenny St) - Seal	3,766	3,766	-	-	-	0	0	3,766
Walls Cres (0-272) (Kenny St - Quigley) - Seal	13,139	13,139	-	-	-	0	0	13,139
Rocklands Rd (225-440) (Edge of Town - Start of Bridge) - Seal	9,485	9,485	-	-	-	0	0	9,485
Watton St (449-700) (Scales St - French) - Seal	9,135	9,135	-	-	-	0	0	9,135
Watton St (1225-1490) (Burchett - Kennedy) - Seal	9,275	9,275	-	-	-	0	0	9,275
Watton St (1490-1740) (Kennedy - Hutton St) - Seal	8,750	8,750	-	-	-	0	0	8,750
Watton St (960-1225) (Martin - Burchett) - Seal	9,464	9,464	-	-	-	0	0	9,464
Watton St (700-960) (French - Martin) - Seal	8,918	8,918	-	-	-	0	0	8,918
Shakespeare St (575-822) (Homer - Dickens) - Seal	21,441	21,441	-	-	-	0	0	21,441
Shakespeare St (0-227) (Brown - Collins) - Seal	19,705	19,705	-	-	-	0	0	19,705
Shakespeare St (822-1020) (Dickens - Seal Change) - Seal	20,790	20,790	-	-	-	0	0	20,790

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Urban Reseals Continued								
Shakespeare St (365-443) (MacPherson - Francis) - Seal	6,769	6,769	-	-	-	0	0	6,769
Shakespeare St (443-575) (Francis - Homer) - Seal	11,459	11,459	-	-	-	0	0	11,459
Shakespeare St (227-325) (Collins - MacPherson) - Seal	8,505	8,505	-	-	-	0	0	8,505
Dinwoodie St (267-363) (Clarendon - Lonsdale) - Seal	8,134	8,134	-	-	-	0	0	8,134
Dinwoodie St (393-512) (Lonsdale - Leamonth) - Seal	10,248	10,248	-	-	-	0	0	10,248
Dinwoodie St (512-609) (Leamonth - Alexandra Pde) - Seal	8,351	8,351	-	-	-	0	0	8,351
Dinwoodie St (157-267) (Gray - Clarendon) - Seal	9,163	9,163	-	-	-	0	0	9,163
Dinwoodie St (0-40) (Flinders St - Sedgewick) - Seal	3,024	3,024	-	-	-	0	0	3,024
Dinwoodie St (40-157) (Sedgewick - Gray) - Seal	9,093	9,093	-	-	-	0	0	9,093
Bell St, Balmoral (312-390) (Perth St - End of Seal) - Seal	2,128	2,128	-	-	-	0	0	2,128
Bell St, Balmoral (210-312) (Coleraine Rd - Perth St) - Seal	8,141	8,141	-	-	-	0	0	8,141
Bell St, Balmoral (0-210) (Fairburn St - Coleraine Rd) - Seal	6,027	6,027	-	-	-	0	0	6,027
Bunbury St (85-218) (Start of Seal - Henty Hwy) - Seal	3,815	3,815	-	-	-	0	0	3,815
Button Crt (0-51) (Kenna Ave - End Bowl) - Seal	2,534	2,534	-	-	-	0	0	2,534
Rural Reseals								
Old Nigretta Rd (540-1030) (Property Ent Nth Side - End) - Seal	12,691	12,691	-	-	-	0	0	12,691
Chrome Rd (4190-4570) (Seal Change - Seal Change) - Seal	10,108	10,108	-	-	-	0	0	10,108
Hillview Rd (4590-5995) (4.54 Hodgsons - WC) - Seal	33,439	33,439	-	-	-	0	0	33,439
McFarlanes Rd (0-1605) (Hensley Park Rd - Seal Joint) - Seal	41,573	41,573	-	-	-	0	0	41,573
McFarlanes Rd (1605-2905) (Seal Joint - Doling Rd) - Seal	34,580	34,580	-	-	-	0	0	34,580
McFarlanes Lane (5000-6550) (Change - Harrow Balmoral Rd) - Seal	43,400	43,400	-	-	-	0	0	43,400
McFarlanes Lane (3245-5000) (Seal Change - Change) - Seal	47,915	47,915	-	-	-	0	0	47,915
Top Hilgay Rd (2800-4000) (2.62 Middle Hilgay - Pavement Change) - Seal	27,720	27,720	-	-	-	0	0	27,720
Hamilton Chatsworth Rd Pt 2 (43800-44375) (Nareeb Nareeb Stn - Caramut Glenhompson Rd)	14,896	14,896	-	-	-	0	0	14,896
Nareen Rd (25430-26690) (Seal Change - 26.35 Mulloys) - Seal	32,634	32,634	-	-	-	0	0	32,634
Nareen Rd (20500-21280) (Seal Change - Burnside Lane) - Seal	21,294	21,294	-	-	-	0	0	21,294
Watts Rd (2220-2525) (2.25 Gringe Dip - Melville Forest Vasey Rd) - Seal	9,611	9,611	-	-	-	0	0	9,611
South Boundary Rd (1875-1958) (Hamilton-Port Fairy - Seal Change) - Seal	5,523	5,523	-	-	-	0	0	5,523
South Boundary Rd (2328-2602) (Coffey - Dunn) - Seal	14,385	14,385	-	-	-	0	0	14,385
South Boundary Rd (1958-2328) (Seal Change - Coffey) - Seal	19,425	19,425	-	-	-	0	0	19,425
South Boundary Rd (2602-3033) (Dunn - Surface Change) - Seal	19,614	19,614	-	-	-	0	0	19,614
Gringe Dip Rd (70-2250) (Seal Change - Watts Rd) - Seal	50,358	50,358	-	-	-	0	0	50,358
Gringe Dip Rd (0-70) (Coleraine Balmoral Rd - Seal Change) - Seal	3,136	3,136	-	-	-	0	0	3,136
Petschels La Hamilton (1730-1800) (End of Intersection - Hamilton Hwy) - Seal	5,782	5,782	-	-	-	0	0	5,782
Yatchaw Rd (5150-6255) (Seal Change - 6.34 Twomeys Br) - Seal	30,170	30,170	-	-	-	0	0	30,170
Robsons Rd (1810-2075) (1.61 Grampians - Mill Rd) - Seal	12,243	12,243	-	-	-	0	0	12,243
Robsons Rd (495-1810) (Seal Change - 1.61 Grampians) - Seal	58,912	58,912	-	-	-	0	0	58,912
McCutcheons Rd (4750-6000) (Leppecks - 6.39 Carlsens) - Seal	33,250	33,250	-	-	-	0	0	33,250

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Rural Reseals Continued								
McCutcheons Rd (3000-4750) (Change - Leppecks) - Seal	46,550	46,550	-	-	-	0	0	46,550
McCutcheons Rd (10495-11510) (Start of Seal - Seal Joint) - Seal	28,420	28,420	-	-	-	0	0	28,420
McCutcheons Rd (11510-12580) (Seal Joint - Victoria Point Rd) - Seal	29,211	29,211	-	-	-	0	0	29,211
Nareen Rd (24690-25430) (Tarrayoukyan Rd - Seal Change) - Seal	20,202	20,202	-	-	-	0	0	20,202
	1,843,843	1,843,843	-	-	-	0	0	1,843,843
Final Seals								
Yatchaw Road (5150 to 6255) (full rehab)	29,680	29,680	-	-	-	0	0	29,680
Lodge Road (full rehab); chainage 109m to 810m total 4,355m2 (includes Coffee St intersection)	37,293	37,293	-	-	-	0	0	37,293
Tulse Hill - Settlement Road (0 - 545) (full rehab)	15,260	15,260	-	-	-	0	0	15,260
Tulse Hill - Settlement Road (545-1480) (full rehab)	26,180	26,180	-	-	-	0	0	26,180
Tulse Hill - Settlement Road (1480 - 2330) (full rehab)	23,800	23,800	-	-	-	0	0	23,800
Burnside Lane, Glenthompson (shoulder widening only); chainage 0 to 1600m	43,200	43,200	-	-	-	0	0	43,200
Hamilton-Chatsworth Road (shoulder widening only); chainage 35300m to 36400m	157,500	157,500	-	-	-	0	0	157,500
	332,913	332,913	-	-	-	0	0	332,913
Gravel Road Resheets								
Skene/ Homestead Road, Stathkellar	159,360	159,360	-	-	-	0	0	159,360
Krumnow Lane, Penshurst	196,800	196,800	-	-	-	0	0	196,800
N Mibus Road, Warryure	107,040	107,040	-	-	-	0	0	107,040
Skene/ Homestead Road, Stathkellar	35,460	35,460	-	-	-	0	0	35,460
	498,660	498,660	-	-	-	0	0	498,660
Kerb & Channel								
Market Place(Near Melville Oval)	80,000	80,000	-	-	-	0	0	80,000
Shakespeare street	14,000	14,000	-	-	-	0	0	14,000
Woodbridge Street	15,000	15,000	-	-	-	0	0	15,000
Coulson Court	16,000	16,000	-	-	-	0	0	16,000
Smith Street	60,000	60,000	-	-	-	0	0	60,000
White Avenue	14,000	14,000	-	-	-	0	0	14,000
	199,000	199,000	-	-	-	0	0	199,000
Total Roads	5,904,216	5,904,216	-	-	-	2,000,000	0	3,904,216
Bridges & Culverts								
Bridges & Culverts	246,000	246,000	-	-	-	0	0	246,000
	246,000	246,000	-	-	-	-	-	246,000

	2024/25 Budget	Budget Represented By:				Grants	Contrib/ Reimb/ Sales	Council Cash
	Project Total	Renewal	Upgrade	New	Expansion			
Footpaths & Cycleways								
King Street, Hamilton (connecting Hensley Park Rd to Mearthar St infrastructure)- Stage 1 Design	30,000	30,000	-	-	-	0	0	30,000
Connecting Footpath (Hensley Park Road to Lake Hamilton Walking Track) - Stage 1 Design	30,000	30,000	-	-	-	0	0	30,000
McLeod Street, Coleraine (47 McLeod Street to Read Street)	17,063	17,063	-	-	-	0	0	17,063
Hensley Park Rd(King St-Kent St)	72,187	72,187	-	-	-	0	0	72,187
Ritchie street, Peshurst South side of street (connecting 2 Martin Street to School entrance)	52,500	52,500	-	-	-	0	0	52,500
Market Place footpath renewal	24,000	24,000	-	-	-	0	0	24,000
Ballarat Rd Monivae - Design Only	20,000	20,000	-	-	-	0	0	20,000
	245,750	245,750	-	-	-	0	-	245,750
Drainage								
Drainage	400,000	400,000	-	-	-	0	0	400,000
	400,000	400,000	-	-	-	-	-	400,000
Recreational, Leisure & Community Facilities								
Pedrina Park Cricket Nets (St Andrews Cricket Club)	168,551	168,551	-	-	-	0	0	168,551
Melville Oval Surface and Irrigation Upgrade	300,000	300,000	-	-	-	0	0	300,000
HILAC UV Disinfection	120,000	-	-	120,000	-	0	0	120,000
Melville Oval - internal pathways & seating	200,000	200,000	-	-	-	0	0	200,000
Swimming Pools	1,300,000	1,300,000	-	-	-	0	0	1,300,000
Playgrounds - General Renewal	150,000	150,000	-	-	-	0	0	150,000
	2,238,551	2,118,551	-	120,000	-	0	0	2,238,551
Waste Management								
Bin Level Sensors	24,000	-	-	24,000	-	0	0	24,000
Skip Bin Replacement	25,000	25,000	-	-	-	0	0	25,000
Transfer Station Upgrade Program - Hamilton	40,000	40,000	-	-	-	0	0	40,000
	89,000	65,000	-	24,000	-	0	-	89,000
Parks, Open Space & Streetscapes								
Hamilton Botanic Gardens Fountain Restoration	70,000	70,000	-	-	-	0	0	70,000
Cox Street median irrigation	60,000	-	-	60,000	-	0	0	60,000
Development contribution - St Marys Lane Hamilton	100,000	-	100,000	-	-	0	0	100,000
Nigretta Falls Stair Replacement	400,000	400,000	-	-	-	0	0	400,000
Hamilton Running Club - Lake Hamilton - Solar Lighting Installation	660,000	-	-	660,000	-	0	0	660,000
Hamilton Revitalisation	2,000,000	-	2,000,000	-	-	0	0	2,000,000
	3,290,000	470,000	2,100,000	720,000	-	0	-	3,290,000
Total Infrastructure	12,413,517	9,449,517	2,100,000	864,000	-	2,000,000	0	10,413,517
Total Capital Works	20,624,250	11,665,250	7,975,000	984,000	-	3,000,000	5,640,000	11,984,250
	20,624,250	20,624,250				20,624,250		

Summary	2024/25 Budget	Budget Represented By:				Grants	Contrib/Reimb/ Sales	Council Cash
	New Project	Renewal	Upgrade	New	Expansion			
Property								
Land Improvements	0	0	0	0	0	0	5,390,000	(5,390,000)
Buildings	6,590,000	595,000	5,875,000	120,000	0	1,000,000	0	5,590,000
Building Improvements	0	0	0	0	0	0	0	0
Total Property	6,590,000	595,000	5,875,000	120,000	-	1,000,000	5,390,000	200,000
Plant & Equipment								
Plant Machinery & Equipment	1,500,000	1,500,000	0	0	0	0	250,000	1,250,000
Fixtures, Fittings & Furniture	0	0	0	0	0	0	0	0
Computers & Telecommunications	50,000	50,000	0	0	0	0	0	50,000
Library Books	70,733	70,733	0	0	0	0	0	70,733
Art Collection	0	0	0	0	0	0	0	0
Total Plant & Equipment	1,620,733	1,620,733	-	-	-	0	250,000	1,370,733
Infrastructure								
Roads	5,904,216	5,904,216	0	0	0	2,000,000	0	3,904,216
Bridges & Culverts	246,000	246,000	0	0	0	0	0	246,000
Footpaths & Cycleways	245,750	245,750	0	0	0	0	0	245,750
Drainage	400,000	400,000	0	0	0	0	0	400,000
Recreational, Leisure & Community Facilities	2,238,551	2,118,551	0	120,000	0	0	0	2,238,551
Waste Management	89,000	65,000	0	24,000	0	0	0	89,000
Parks, Open Space & Streetscapes	3,290,000	470,000	2,100,000	720,000	0	0	0	3,290,000
Aerodromes	0	0	0	0	0	0	0	0
Off Street Carparks	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0
Total Infrastructure	12,413,517	9,449,517	2,100,000	864,000	-	2,000,000	0	10,413,517
Total Capital Works	20,624,250	11,665,250	7,975,000	984,000	-	3,000,000	5,640,000	11,984,250
	20,624,250		20,624,250				20,624,250	

5.2 2025-2026 to 2027-2028 Detailed Capital Works

Future Years Expenditure				Future Years Revenue		
Project Name	2025/26	2026/27	2027/28	2025/26	2026/27	2027/28
Property						
Land Improvements						
Hamilton Industrial Land Sales	-	-	-	(480,000)	(240,000)	(480,000)
Land Sale - Surplus Sundry Allocations	-	-	-	(330,000)	-	-
	-	-	-	(810,000)	(240,000)	(480,000)
Buildings						
Art Gallery - Detailed Design/Construction	2,625,000	-	20,000,000	-	-	(20,000,000)
Hub - Detailed Design/Construction	10,000,000	-	-	-	-	-
	12,625,000	0	20,000,000	-	-	(20,000,000)
Building Improvements						
Facilities Management - Capital Renewal Buildings	550,000	550,000	550,000	-	-	-
	550,000	550,000	550,000	-	-	-
Total Property	13,175,000	550,000	20,550,000	(810,000)	(240,000)	(20,480,000)
Plant & Equipment						
Plant Machinery & Equipment						
Renewal - Fleet - Light	500,000	500,000	500,000	(50,000)	(50,000)	(50,000)
Renewal - Fleet - Heavy	1,000,000	1,000,000	1,000,000	(200,000)	(200,000)	(200,000)
	1,500,000	1,500,000	1,500,000	(250,000)	(250,000)	(250,000)
Total Plant & Equipment	1,500,000	1,500,000	1,500,000	(250,000)	(250,000)	(250,000)
Infrastructure						
Roads						
RTR Funding						
	-	-	-	(2,400,000)	(2,800,000)	(3,200,000)
	-	-	-	(2,400,000)	(2,800,000)	(3,200,000)
Renewal - Roads - AAR	5,909,000	6,909,000	6,909,000	-	-	-
Mill Road	-	4,000,000	-	-	(2,000,000)	-
	5,909,000	10,909,000	6,909,000	-	(2,000,000)	-
Total Roads	5,909,000	10,909,000	6,909,000	(2,400,000)	(4,800,000)	(3,200,000)
Bridges & Culverts						
Renewal - Bridges - AAR	246,000	246,000	246,000	-	-	-
	246,000	246,000	246,000	-	-	-
Footpaths & Cycleways						
Renewal - Footpath Defects - AAR	245,000	245,000	245,000	-	-	-
	245,000	245,000	245,000	-	-	-
Drainage						
Renewal - Drainage - AAR	400,000	400,000	400,000	-	-	-
	400,000	400,000	400,000	-	-	-
Recreational, Leisure & Community Facilities						
Outdoor Pools	1,000,000	-	-	-	-	-
Playgrounds	150,000	150,000	150,000	-	-	-
	1,150,000	150,000	150,000	-	-	-
Parks, Open Space & Streetscapes						
CBD - Implementation of works	4,000,000	4,000,000	2,000,000	-	(4,000,000)	-
	4,000,000	4,000,000	2,000,000	-	(4,000,000)	-
Total Infrastructure	11,950,000	15,950,000	9,950,000	(2,400,000)	(8,800,000)	(3,200,000)
Total Capital Works	26,625,000	18,000,000	32,000,000	(3,460,000)	(9,290,000)	(23,930,000)

Future Years Expenditure				Future Years Revenue		
Project Name	2025/26	2026/27	2027/28	2025/26	2026/27	2027/28
Property						
Land Improvements	0	0	0	(810,000)	(240,000)	(480,000)
Buildings	12,625,000	0	20,000,000	0	0	(20,000,000)
Building Improvements	550,000	550,000	550,000	0	0	0
Total Property	13,175,000	550,000	20,550,000	(810,000)	(240,000)	(20,480,000)
Plant & Equipment						
Plant Machinery & Equipment	1,500,000	1,500,000	1,500,000	(250,000)	(250,000)	(250,000)
Total Plant & Equipment	1,500,000	1,500,000	1,500,000	(250,000)	(250,000)	(250,000)
Infrastructure						
Roads	5,909,000	10,909,000	6,909,000	(2,400,000)	(4,800,000)	(3,200,000)
Bridges & Culverts	246,000	246,000	246,000	0	0	0
Footpaths & Cycleways	245,000	245,000	245,000	0	0	0
Drainage	400,000	400,000	400,000	0	0	0
Recreational, Leisure & Community Facilities	1,150,000	150,000	150,000	0	0	0
Waste Management	0	0	0	0	0	0
Parks, Open Space & Streetscapes	4,000,000	4,000,000	2,000,000	0	(4,000,000)	0
Aerodromes	0	0	0	0	0	0
Off Street Carparks	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0
Total Infrastructure	11,950,000	15,950,000	9,950,000	(2,400,000)	(8,800,000)	(3,200,000)
Total Capital Works	26,625,000	18,000,000	32,000,000	(3,460,000)	(9,290,000)	(23,930,000)
Net Capital Works	23,165,000	8,710,000	8,070,000			

Future Years Net			
Project Name	2025/26	2026/27	2027/28
Property			
Land Improvements	-810,000	-240,000	-480,000
Buildings	12,625,000	0	0
Building Improvements	550,000	550,000	550,000
Total Property	12,365,000	310,000	70,000
Plant & Equipment			
Plant Machinery & Equipment	1,250,000	1,250,000	1,250,000
Fixtures, Fittings & Furniture	0	0	0
Computers & Telecommunications	0	0	0
Library Books	0	0	0
Art Collection	0	0	0
Total Plant & Equipment	1,250,000	1,250,000	1,250,000
Infrastructure			
Roads	3,509,000	6,109,000	3,709,000
Bridges & Culverts	246,000	246,000	246,000
Footpaths & Cycleways	245,000	245,000	245,000
Drainage	400,000	400,000	400,000
Recreational, Leisure & Community Facilities	1,150,000	150,000	150,000
Waste Management	0	0	0
Parks, Open Space & Streetscapes	4,000,000	0	2,000,000
Aerodromes	0	0	0
Off Street Carparks	0	0	0
Other Infrastructure	0	0	0
Total Infrastructure	9,550,000	7,150,000	6,750,000
Total Capital Works	23,165,000	8,710,000	8,070,000

6. Performance indicators

6.1 Financial Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The indicators highlighted green are mandatory performance indicators required under Section 5 of the Local Government Model Budget and are required to be reported against in the Annual Report.

Indicator	Measure	Notes	Forecast 2023/24	Budget 2024/25	Strategic Resource Plan Projections			Trend +/-
					2025/26	2026/27	2027/28	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(6.8%)	4.1%	(3.7%)	(3.4%)	(1.0%)	+
Liquidity								
Working Capital (L1)	Current assets / current liabilities	2	155.5%	146.0%	110.2%	112.9%	114.0%	-
Unrestricted cash	Unrestricted cash / current liabilities		80.1%	82.2%	58.1%	54.3%	47.5%	-
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	5.7%	28.8%	81.3%	74.7%	63.0%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.6%	0.9%	4.5%	11.3%	12.8%	-
Indebtedness	Non-current liabilities / own source revenue		9.7%	20.8%	59.0%	53.8%	43.2%	-
Asset renewal (O5)	Asset renewal & upgrade expenses / Asset depreciation	4	277.0%	155.8%	210.1%	245.9%	229.4%	+
Stability								
Rates concentration (S1)	Rate revenue / adjusted underlying revenue	5	53.5%	48.1%	52.6%	52.5%	51.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.3%	0.3%	0.3%	0.3%	o
Efficiency								
Expenditure level (E2)	Total expenses/ No. of property assessments		\$4,040	\$4,278	\$4,337	\$4,424	\$4,458	+
Revenue level	Total rate revenue / No. of property assessments		\$2,074	\$2,146	\$2,199	\$2,244	\$2,288	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		15%	13%	13%	12%	11%	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators –

1. Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is required over the longer term as continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2. Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to remain consistent with current 2023-2024 forecast level with a budget of almost 150% in 2024-2025. There is an anticipated reduction in 2025-2026 aligning to an increase in capital works before stabilising in the final two years of the four year projected period.

3. Debt compared to rates - Trend indicates Council is balancing debt against its annual rate revenue as a planned lever to allow additional capital investment whilst maintaining a conservative percentage of borrowing. Currently, Council debt is only budgeted at 4.7% in 2024-2025, rising to 20.8% of rate revenue at the end of 2026-2027, which is within the prudential level of 80%.

4. Asset renewal - This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

This indicator shows Council is investing above its requirement, as it proposes to replace several valuable but aged intergenerational assets.

Generally over the longer term, Council has been achieving around 80% of its renewal target, however, some of the renewal gap is absorbed into asset upgrade and expansion works. Council is also reviewing its asset portfolio to reveal any assets that are not required to be renewed which are inflating the required renewal target and incurring depreciation charges.

5. Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council is continuing to be reliant on rate revenue compared to all other revenue sources.

6.2 Performance Indicators

The following table highlights Council's current and projected performance across a range of key service indicators. These indicators are mandatory performance indicators required under Section 5 of the Local Government Model Budget and are required to be reported against in the Annual Report.

Indicator	Measure	Notes	Budget 2024-25	Strategic Resource Plan Projections			Trend +/o/-
				2025-26	2026-27	2027-28	
G2 - Governance – Consultation & Engagement							
Satisfaction with community consultation and engagement	Community Satisfaction rating out of 100 with the consultation and engagement efforts of Council		49%	51%	53%	55%	+
SP2 – Statutory Planning – Service Standard							
Planning application decided within the relevant required time	Percentage of planning application decisions made within the relevant required time.		80%	82%	84%	86%	+
R2 – Roads – Condition							
Sealed local roads below the intervention level	Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal		7%	5%	5%	5%	+
WC5 – Waste Management – Waste Diversion							
Kerbside collection waste diverted from landfill	Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill		61%	63%	65%	68%	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator